



**Water and Sanitation for the Urban Poor**

**Report and Consolidated Financial Statements**

For the year ended

**31 March 2022**

**Company number 05419428**

(a company limited by guarantee and not having share capital)

**WATER AND SANITATION FOR THE URBAN POOR**  
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**Constitution** A not-for-profit company registered in England and Wales and limited by guarantee

**Company Number** 05419428 Incorporated 9 April 2005

**Registered Office** 124 City Road, London EC1V 2NX

**Operating Address** 1 Giltspur Street, London EC1A 9DD

**Website** www.wsup.com

**Directors**

|                      |   |
|----------------------|---|
| Lord Boateng (Chair) | Independent                               |
| Andy Wales           | Independent                               |
| David Scott          | Independent                               |
| David Birch          | Independent                               |
| Robin Bresser        | Borealis and Borouge                      |
| Peter Lochery        | CARE International UK                     |
| Prof. Tim Hess       | Cranfield University                      |
| Karl Simons          | Independent                               |
| Rebecca Marmot       | Unilever plc                              |
| Alice Tow            | Thames Water (appointed 11 November 2021) |

**Company Secretary** Anzo Francis

**Key Management Personnel**

|                 |  |
|-----------------|--|
| Edward Mitchell | Chief Executive (appointed 22 June 2022)                       |
| Neil Jeffery    | Chief Executive (resigned 22 June 2022)                        |
| Anzo Francis    | Director of Finance  |
| Jeremy Horner   | Director of Programmes   |
| Alicia Walters  | Head of People & Support                                       |
| Polly Markandya | Head of Partnerships & Communications (appointed 13 June 2022) |
| Yaver Abidi     | Managing Director of WSUP Advisory CIC                         |
| Sam Drabble     | Head of Research, Evaluation & Learning                        |

**Members of Board Sub Committees:**

**Finance and Audit Committee**

David Scott (Chair)  
Edward Finch  
Allison Guatama Bernal

**Risk Committee**

Allison Guatama Bernal (Chair)  
Karl Simons  
Andy Wales

**Advisors:**

**Bankers** Barclays Bank plc  
50 Pall Mall, London SW1A 1QA

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|                     |  |
|---------------------|--|
| <b>Solicitors</b>   | Bates Wells LLP<br>10 Queen Street Place, London EC4R 1BE  |
| <b>Auditor</b>      | Crowe U.K. LLP, Chartered Accountants and Statutory Auditor<br>St James Square, Cheltenham, GL50 3PR   |
| <b>Subsidiaries</b> | <p>WSUP Advisory CIC<br/>Registered in England<br/>Company number 9461206<br/>Registered office: 124 City Road, London EC1V 2NX</p> <p>WSUP Advisory India Private Limited<br/>Registered in India<br/>Company number U90009DL2015PTC287912<br/>Registered office: 105, Chaudhary Complex, 9, V.S. Block, Madhuban Road,<br/>Shakarpur, Delhi 110092 India</p> <p>Water and Sanitation for the Urban Poor Zambia Limited<br/>Registered in Zambia<br/>Company number. 120150135640<br/>Registered office: 2nd Floor, South Wing, Shreeji House,<br/>Plot 1209 Addis Ababa Drive, P.O. Box 32526, Lusaka, Zambia</p> <p>WSUP India Limited<br/>Registered in India<br/>Company number U90009KA2006NPL039701<br/>Registered office: NGEF Lane, 2nd Floor, Indiranagar, Bangalore, Karnataka,<br/>India 560 038</p> <p>Clean Team Ghana<br/>Registered in Ghana<br/>Company number CA-99,926<br/>Registered office: Plt 20, Block E, Nyiaeso, Near Moro Market<br/>P. O. Box KS 16459 Kumasi, Ghana</p> <p>The WSUP Charity<br/>Registered in England<br/>Charity number 1170651<br/>Company number 09832183<br/>Registered office: Fleet House, 8-12 New Bridge Street, London, EC4V 6AL</p> |

The Directors present their report and the audited financial statements for the year ended 31 March 2022 (FY21/22). The references and administrative information set out on pages 1-2 form part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102. Although the company is not a registered charity, the Directors consider that reporting in the format of the Charity SORP presents the most appropriate view of the group's affairs.

## **WATER AND SANITATION FOR THE URBAN POOR**

### **REPORT AND CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

#### **BACKGROUND**

Water and sanitation are essential for healthy lives. People need water to survive, and sanitation to prosper, and live with dignity. The UN's Sustainable Development Goal number 6 sets out the internationally agreed targets for water, sanitation, and hygiene to be achieved by 2030, and it is estimated that the impact of achieving these could be 829,000 lives saved each year. While there has been improvement over the past twelve months, current rates of progress need to increase fourfold if the targets are to be reached by the 2030 deadline.

The UN's Sustainable Development Goals Report<sup>1</sup> published in July 2022, revealed that over a quarter of the world's population, some 2 billion people, are still not using safely managed drinking water. 2020 data showed that just over half the global population, 54%, have safely managed sanitation services<sup>2</sup>. Water for handwashing is essential for avoiding disease, yet over 1 in 4 people still lack access to handwashing facilities with soap and water at home.

Increasingly, this is becoming an urban issue. Some 55% of the world's population lives in urban areas, and this is projected to reach 68% by 2050. The UN predicts that another 2.3 billion people will be living in cities by then, with almost 90% of this increase occurring in Asia and Africa. Despite progress being seen in some countries on the availability and sustainable management of water and sanitation for all, the number of city inhabitants lacking safely managed drinking water has increased by more than 50% since 2000.

In addition, climate change is making living conditions much tougher for the poorest communities. More frequent flooding is damaging infrastructure and increasing contamination of water sources. In some urban locations, droughts are exacerbating water scarcity: disrupting water resources, slowing city development and impacting on residents' health and prosperity. According to C40 Cities, by 2050 climate change will result in 685 million people in cities facing a decline in freshwater availability of at least 10%. As cities focus on improving their resilience to climate change, driving towards universal coverage of water and sanitation must be a critical adaptation strategy.

#### **WSUP's Response to Date**

WSUP is the world's leading specialist in water and sanitation solutions for under-served urban residents. We help transform cities to benefit the millions who lack access to water and sanitation. WSUP brings together specialists from the private sector, public sector, non-governmental organisations (NGOs) and academia to promote coordinated responses that address the challenge from multiple perspectives.

After more than 15 years of experience working in 25 major cities in Africa and Asia, we have demonstrated that high-quality services can be achieved for low-income city dwellers in ways that are financially viable, socially equitable and sustainable, and enhance the functioning and resilience of the whole city.

These insights have been based on long-term, strategic engagement with utilities, municipal governments, regulators, businesses, and other institutions. We work with city institutions and other actors to improve water and sanitation access, building on-the-ground understanding of how to extend services.

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<sup>1</sup> <https://unstats.un.org/sdgs/report/2022/Goal-06/> accessed 24/08/22

<sup>2</sup> up from 47% in 2015

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We support start-up businesses and facilitate investment in water and sanitation services. Our work helps strengthen climate change adaptation by building city resilience through improved service delivery, reducing the stress on infrastructure and local water resources.

We work with local and national governments to build the enabling environment for sustainable business.

We support the development of legislative, regulatory, and public finance mechanisms that ensure pro-poor inclusion.

We work alongside utilities and municipal governments to build their technical and business skills. We extend global know-how through our consulting arm, WSUP Advisory.

We deliver tools, learning and research that help to identify solutions and build the evidence base for scale-up of urban services.

To date, 30.8 million low-income urban residents have benefitted from improved water, sanitation, and hygiene services as a result of our work. We have also mobilised \$690 million of finance from international financial institutions and governments to improve urban water, sanitation and hygiene for the poorest residents.

WSUP's strategic direction is grounded in two core principles: firstly, we are passionate believers in the transformative power of markets and innovation; enormous strides can be made by bringing the private sector into the urban WASH space and by driving business thinking in public service provision, and secondly, institutional change and deep political commitment are equally critical alongside the power of market forces.

Sustainable, at scale progress in urban WASH will only be achieved if political leaders prioritise government investment and policy change, and if WASH service providers are assisted to radically enhance their capacity to deliver effectively on that investment. In short, market thinking, and institutional change are often viewed as alternative solutions. But they are not: they are two sides of the same coin. WSUP drives change in both.

**WSUP's achievements in 2021/22**

Over the course of the year, WSUP's work resulted in 1,352,469 people benefitting from improved access to water, sanitation and hygiene. These can be broken down as follows:

|                                |           |
|--------------------------------|-----------|
| Improved access to water:      | 618,418   |
| Improved access to sanitation: | 565,597   |
| Improved hygiene:              | 168,454   |
| Total:                         | 1,352,469 |

We have provided almost twice as many beneficiaries with improved access to water than during 2020/21 but significantly fewer with access to improved hygiene practices. Last year was atypical in this respect due to Covid-related hygiene programmes.

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In addition, WSUP's work during the year resulted in a total of US\$12.2 million of finance<sup>3</sup> mobilised for urban water, sanitation and hygiene improvements.

**PROGRESS AGAINST BUSINESS PLAN**

WSUP's five-year Business Plan commenced in April 2020, with the following five Strategic Goals:

**Strategic Goal 1: Integrated City Development**

We will integrate water, sanitation and hygiene services within wider urban development to make cities inclusive, safe, resilient and sustainable.

**Our approach**

- We will achieve this through developing partnerships that link water, sanitation and hygiene with other area of urban development, such as housing, drainage and solid waste management and by connecting our work into broader urban development investment programmes

**Progress made during FY 2021/22**

WSUP believes that in complex and densely populated urban communities, innovative approaches are needed to unblock barriers and accelerate action. We work with local and national governments, community organisations, academic institutions and large international financial institutions to ensure an integrated, city-wide approach to WASH provision, enabling even the poorest urban residents to access the water, sanitation and hygiene services they need.

In Madagascar, we supported the national water and power company, JIRAMA, in the implementation of a project to reduce water loss, which is being expanded by the European Investment Bank. We are also on technical committee assisting the World Bank in the design of a \$300 million programme for improvement of water supply in the capital and several secondary towns.

We also developed partnerships with Kenyan government actors to ensure that water and sanitation provision is included in the Special Planning Areas around Nairobi where informal settlement upgrading is being introduced, to include a simplified sewer approach.

**Strategic Goal 2: Stronger Service Providers**

We will strengthen and expand our technical and business support to utilities, municipalities and water and sanitation enterprises.

**Our approach**

- We will strengthen and expand our technical and business support to utilities, municipalities and water and sanitation enterprises.
- We will drive innovation in technology, service delivery models and business design, linking this to systems change and investment mechanisms to take models to citywide scale.

**Progress made during FY 2021/22**

WSUP has been working closely for over a decade with the national water and electricity utility in Madagascar, JIRAMA. This year we used our unique eight-step Utility Strengthening Framework to support the company in becoming stronger and more coherent as a business, with engaged staff, loyal customers, long-term financial planning, safe drinking water and continuous water supply. Working

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<sup>3</sup> USD 2,161,654 is sourced from households, USD 9,608,076 is sourced from public/government institutions, USD 177,698 is sourced from private entities and USD 240,105 is sourced from IFIs

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closely together with company stakeholders at all levels including the Director General, we facilitated the creation of a useable development plan for JIRAMA, including a delineated road map for improvements with a discrete project list. The subsequent USAID feedback, the funder in this case, has been very positive about both the process and the professionalism of the WSUP team.

In Ghana, we commenced a partnership in January 2022 led by IRC with WSUP and Safe Water Network to build the capacity of CWSA – Community Water & Sanitation Agency – looking at peri-urban WASH across Ashanti region over 3 years.

In Mozambique, WSUP is working with the Maputo Municipal Council and developing with them a sustainable, public-private partnership model to collect faecal sludge from communities dependent on on-site sanitation. To develop the model, based on a public private partnership format, the team have arranged discussions and a workshop with WSUP colleagues from Bangladesh to share experiences from the successful SWEEP pilot there.

In addition, in Maputo the WSUP team worked through the water providers FIPAG and AdeM to incrementally reduce water loss by providing data-controlled, pressure-reducing valves which can reduce pressure and flow into specific areas of the pipe network, particularly during night-time.

WSUP's Mozambique team have also been helping service providers improve bill collection and reduce water loss at a household or district level through the development of a successful community organisation model. Delegating responsibilities to these local organisations is proving to create a relationship bridge between the customer and the business and preliminary data is showing significant improvements in customer satisfaction, reducing water and financial billing losses, and improving timely bill payments.

In Kenya, WSUP partnered with GSMA to support research on digitalisation in the Kenyan water sector. The research featured case studies of four WSUP partner utilities – in Kisumu, Malindi, Nakuru and Nairobi – and generated actionable recommendations for utilities in Kenya and other low- and middle-income countries in their journey towards digitalisation.

**Strategic Goal 3: Enhanced Partnerships**

We will seek out and build partnerships to accelerate urban water, sanitation and hygiene provision at scale.

**Our approach**

- We will seek out and build partnerships to accelerate urban water, sanitation and hygiene provision at scale.
- We will prioritise building and joining partnerships that enable us to influence more effectively and mobilise financing mechanisms to drive large scale change urban water, sanitation and hygiene.

**Progress made**

WSUP held two sessions at the Water Pavilion at the COP26 international climate change conference, which was held in Glasgow in November 2021. Both sessions focused on developing resilience and adaptation in the WASH sector, demonstrating WSUP's growing attention to this area and facilitating constructive discussions with governments and climate change organisations. WSUP's participation in COP26 was supported by the launch of a major WSUP publication exploring how climate change is impacting on water and sanitation services in WSUP focus countries.

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WSUP led a consortium of partners selected to develop a major new report focused on global sanitation and wastewater management, commissioned by UN-Habitat with funding from the Bill & Melinda Gates Foundation. The consortium was successful in attracting co-financing for the project from the French Development Agency (Agence Francaise de Developpement – AFD). The research involves a mapping of sanitation and wastewater management in 20 cities globally; and in-depth case studies involving primary data collection in five cities across South Asia, Africa and Latin America. The project provides an opportunity for WSUP to engage with a wide range of experts including Aguaconsult; University College London (UCL); Thuy Loi Water Resources University, Vietnam; International Institute of Water and Environmental Engineering (Zie) Burkina Faso; Eastern and Southern Africa Water and Sanitation Regulators Association (ESAWAS); and GSMA. In addition, the project has established new funder relationships with UN-Habitat and AFD and further deepened our long-term relationship with the Bill & Melinda Gates Foundation.

In Kenya, we renewed our Memorandum of Understanding (MoU) with WASREB, the national water regulator, for a further five years. This renewal demonstrated the success of our previous work with them, which included the development of specific, pro-poor performance indicators, ensuring that all the many water supply companies in Kenya are required to proactively consider the needs of the poorest customers. We will work with WASREB to build on this with the development of a Sanitation KPI and to pilot a utility sanitation levy. However, the primary focus of work with WASREB for the first year of this new partnership has been reviewing and updating their Consumer Engagement Guidelines, to include utility digitalisation and the linkage of customer service to utility business enhancement.

### **Strategic Goal 4: Effective Policies and Regulations**

We will drive transformation within the urban water, sanitation and hygiene sector through rigorous research, data-driven learning, dissemination and influencing.

#### **Our approach**

- We will drive transformation within the urban water, sanitation and hygiene sector through rigorous research, data-driven learning, dissemination and influencing.
- We will focus our efforts on regulatory change, policy development and other areas of the enabling environment, reflecting our experience that well-designed evidence-based learning activities and targeted research can be a powerful driver of global change.

#### **Progress made**

In Mozambique, WSUP provided expert technical assistance to our long-term partner, the national regulator AURA (Water and Waste Services Regulation Authority), to formulate and implement a Sanitation Regulatory Framework across six cities, with the goal of embedding financially sustainable approaches for inclusive sanitation. WSUP's contribution included structuring the document, formulating a sanitation surcharge, developing a roll out plan, developing reporting guidelines for sanitation service providers, defining sanitation KPIs, and co-creating marketing campaigns on the sanitation tariff.

In Kenya, WSUP supported the Department of Sanitation, within the Ministry of Water, Sanitation, and Irrigation (MoWSI), to convene workshops and forums with WASH stakeholders. The outcome of these workshops was instrumental in drafting the African Sanitation Policy Guidelines (ASPG) which is an initiative spearheaded by the African Ministers Council on Water (AMCOW) to create standardized sanitation policies for all 54 markets in the African continent. In addition, WSUP is a member of the Steering Committee for the development of the National Sanitation Management Policy 2030 in Kenya. Through this membership, WSUP has helped Kenya become the first country to successfully cascade the ASPG from the national level to the county and regional level. The next important step, which WSUP is working on, is to develop the implementation framework for the National Sanitation Management Policy in Kenya.

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The WSUP team in Zambia's involvement in the Technical Working Group for On-Site Sanitation (OSS) and Faecal Sludge Management (FSM) supported the Ministry of Water Development and Sanitation in developing a sustainable financial model for the construction of toilets in Lusaka. Also in Zambia, WSUP led an innovative project, funded by Waterloo Foundation, to apply systems thinking concepts to unlock barriers to sanitation market development.

Meanwhile, in Madagascar, WSUP's team worked with the Ministry of WASH and the Ministry of Decentralisation to improve the delegated management models for WASH services by involving a professional management structure so that a regulatory framework can be developed for the engagement of the private sector.

At the global level, WSUP played a leading role in the development of a major series of publications on Citywide Inclusive Sanitation, funded by ESAWAS and Bill & Melinda Gates Foundation. The publications aim to frame sector understanding of what is required to achieve citywide inclusive sanitation, arguing that for urban sanitation systems to be effective, they must be organized to support three functions: *responsibility*, *accountability*, and *resource planning and management*. WSUP was commissioned by ESAWAS to lead production of the publications on *responsibility* and *accountability*. To do this, WSUP worked closely with a range of partners, including experts within institutions engaged with urban sanitation service provision: co-authors for the papers included Rwanda Utilities Regulatory Authority (RURA), Uganda Ministry of Water & Environment, and the Kenyan regulator WASREB. WSUP presented findings from the research in high-profile sessions at World Water Week and the UNC Water & Health Conference, and an ESAWAS-led webinar to formally launch the papers.

In addition, WSUP played a prominent role in the AfricaSan6 conference in November. WSUP's contribution included convening one of the four sub-themes for the conference, *Inclusive Policy and Strategy for Accelerating Sanitation and Hygiene in Africa*, in partnership with ESAWAS.

### **Strategic Goal 5: Increased Scale**

We will implement a considered strategy of geographical expansion, to increase our scale and impact.

#### **Our approach**

- We will undertake a considered strategy of geographical expansion, to increase our scale and impact.
- We will build upon the opportunities arising from new financing mechanisms, especially those that are able to unlock service provision for the poorest residents, to increase our global footprint.

#### **Progress made**

WSUP extended its reach and operational impact further within Kenya, starting work in the city of Eldoret. This expansion is part of a multi-city Kenya Market Based Sanitation (KMBS) project, which hopes to nurture and expand existing market-based sanitation options to begin closing the gap on sanitation service provision. The Ministry of Water and Sanitation has engaged WSUP as the nominated primary recipient of a three-year grant from the Sanitation and Hygiene Fund (SHF, formerly WSSCC). The cities within the project include the 6 cities where the WSUP team in Kenya already work (Nairobi, Mombasa, Malindi, Nakuru, Naivasha and Kisumu), plus Eldoret.

WSUP's work in Uganda continued to progress throughout the year. The project there, funded by the Conrad Hilton Foundation, focuses on improving sustainable water supplies to rapidly growing mid-sized towns in the west of the country. We seconded a senior member of the WSUP Kenya team to

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lead the project, with the intention of securing funding to establish a permanent WSUP presence in Uganda, as part of our strategy to transition short-term projects into long-term strategic presence in our target countries.

WSUP's work with school WASH in Bangladesh expanded to include the city of Gazipur. The WSUP school WASH project includes the construction or renovation of school WASH facilities in 125 schools, teacher training, hygiene promotion and guidance about menstrual hygiene management. The work is expanding WASH provision through schools in Chattogram, Rangpur and Gazipur benefiting 87,500 children and 25,000 parents.

**Internal goals**

In addition to the five Strategic Goals, WSUP's Business Plan includes two goals which are aimed at creating the internal changes required to achieve the Business Plan:

**Internal Goal 1: Develop organisational skill sets**

Develop the skills needed to deliver the substantial growth envisioned in the 2020-2025 plan

**Progress made**

In January 2022, WSUP completed the first round of a new online appraisal system, using Birches Performance Module. We had a very strong completion rate, with only three staff electing not to complete the process. The results showed the organisational average of individual ratings was 3.12, on a scale of 1 to 4, indicating most staff had achieved or exceeded expectations. In early 2022, we ran our third annual Staff Engagement Survey. Once again, we had a positive response rate and scores similar to or slightly higher than last year; overall scores are significantly higher than those recorded in the first year of the survey.

Our Operational Excellence Team (OET) developed a practical and detailed hybrid working model for our London office, to be piloted for six months, with a view to adapting it for different countries. We developed initiatives designed to assist us to achieve our Vision for Change through organisational wide improvements and efficiencies, including a working group, together with members of the Change Strategy Support Group (CSSG), to identify potential barriers to in-country fundraising. The group is also looking at ways to improve cost recovery through the budgeting and proposal process.

A video outlining the WSUP values for staff to help to embed them across the organisation has been developed and shared widely across staff teams.

**Internal Goal 2: Strengthen learning capabilities**

Support the organisation-wide rollout of a new Learning & Development Strategy

**Progress made**

One of WSUP's strengths is the in-depth knowledge and experience that exists within our country teams, and we are determined to capitalise on this. Over the year we further progressed our ambition to create a Secretariat team that is truly global rather than just UK-based, and new approach of offering secondments to staff from country teams into global roles has had been very successful.

While in-person learning and development events continued to be difficult to organise due to Covid – a planned country managers' skill-sharing meeting had to be postponed, for example – WSUP used online platforms to ensure the dissemination of information and lessons across the organisation. Through 2021 WSUP delivered a comprehensive webinar programme - 'Webinar Wednesday' - where subject matter experts presented on their area of knowledge to colleagues globally. The webinar programme was designed to share learning and support staff development in key thematic areas

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related to WSUP's work, including through structured series on Citywide Inclusive Sanitation and WSUP's Utility Strengthening Framework respectively.

The Webinar programme was supported by wider activities to promote cross-pollination of insights and skills between country teams. These included efforts to systemize WSUP's approach to influencing, through rigorous process documentation which can support future replication. One example is the work of WSUP's Kenya team to document the process they followed in influencing the introduction of a pro-poor key performance indicator by the regulator WASREB. These insights were leveraged to inform a cross-country workshop with the Zambia team, as they aim to support the introduction of a similar KPI by the Zambian regulator NAWASCO.

Another development in this area has been work to consolidate a business-wide approach to the design and implementation of influencing activities. In a process led by country managers, detailed theories of change were developed for key country-level influencing goals in all WSUP locations, while training sessions were delivered to wider programme staff on designing theories of change.

### **Adapting to Covid-19**

As the pandemic first hit in 2020, it was clear that low-income urban residents were at severe risk, and WSUP found ourselves at the centre of Covid-19 responses in those countries where we operate. High population density made social distancing impossible, poor hygiene conditions and weak national health infrastructure left low-income communities very vulnerable to the spread of infection.

WSUP immediately started providing urgent support to these communities through hygiene promotion, emergency water access and handwashing stations. Alongside these short-term measures WSUP focused on the long-term availability of water supplies, particularly for the poorest in cities. This included strengthening utilities and encouraging service providers to collaborate with communities to improve water access.

It was not easy, as we saw numerous colleagues off sick with COVID-19, from Country Programme Managers to project delivery staff and admin /support functions. Home-working WSUP staff in many of our countries of operation faced the challenges of poor internet connections and unreliable power supplies. Our partners were equally impacted through sickness which had a knock-on effect to delivery.

Several projects did experience some Covid-related delays to project progress, for example when deliveries of critical infrastructure supplies were delayed due to manufacturing delays and shipping problems. In these instances, no-cost extensions (NCEs) were agreed with donors - in general funders continued to remain supportive and understanding – however whilst NCEs allowed us to complete delivery, the continued responsibility for operating costs and overheads were significant burdens for WSUP.

By this financial year, the second of the pandemic, some of the initial Covid-specific funding had ended, and we sadly had to make nearly a dozen redundancies. Yet all the countries where we operate continued to experience waves of infection with associated lockdowns and restrictions. Bangladesh saw a huge increase in infection rates and deaths in June leading to a severe lockdown; schools and workplaces were closed, and movement prohibited for weeks. Kenya started a fourth wave in July and the government banned all meetings and public gatherings, with homeworking for all except critical services. Both Madagascar and Mozambique were in prolonged states of emergency, with schools closed, curfews, and significant restrictions on movement and meetings. Zambia was in lockdown in June and July with schools closed and restrictions on meetings imposed. Only Ghana escaped major restrictions.

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Fortunately, vaccinations started to reduce the number of people falling seriously ill; by the end of the year 78% of WSUP global staff had received at least one vaccination against Covid. We are aware of a total of 41 employees becoming infected with the virus and have suffered one fatality, a member of our Mozambique team<sup>4</sup>.

In programmatic terms, the Covid pandemic altered the focus of many governments and donors, with additional emphasis and funding for hygiene education and handwashing activities. This included working closely with our partners including Unilever and FCDO in a major Hygiene & Behaviour Change Campaign (HBCC) in Kenya and Ghana, and delivering Covid education to Ready-Made Garment workers in Bangladesh. This latter programme, sponsored by the garment manufacturer VF Corporation, involved WSUP teams going house-to-house to provide advice and practical help for low-income families to enable them to take up the coronavirus vaccinations being offered by the government.

**Priorities for 2022/23**

**1: Integrated City Development**

We will integrate water, sanitation and hygiene services within wider urban development to make cities inclusive, safe, resilient and sustainable.

**Priorities for 2022/23**

Advocate for integrated approaches to faecal sludge management and solid waste management, notably in Bangladesh as part of support to municipalities in developing citywide sanitation improvement plans.

**2. Stronger Service Providers**

We will strengthen and expand our technical and business support to utilities, municipalities and water and sanitation enterprises.

**Priorities for 2022/23**

Seek to roll out the WSUP Utility Strengthening work in Ghana with the Community Water and Sanitation Authority, which is provider of water and sanitation services to secondary cities and towns in the country. We will also seek to replicate that utility strengthening framework model, conducted a complete USF process with a direct sanitation service provider.

**3. Enhanced Partnerships**

We will seek out and build partnerships to accelerate urban water, sanitation and hygiene provision at scale.

**Priorities for 2022/23**

Seek an MoU with AMCOW to support their work across the region.  
Seek to collaborate with digital providers to enhance the offering of water utilities making their services more customer focused and accessible.

**4. Effective Policies and Regulations**

We will drive transformation within the urban water, sanitation and hygiene sector through rigorous research, data-driven learning, dissemination and influencing.

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<sup>4</sup> Data from when we started to record in May 2020 to end April 2022

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**Priorities for 2022/23**

Move forward the KPI 10 work in Zambia by encouraging discussion and collaboration between WASREB and NAWASCO the Kenya and Zambia water regulators.

Further embed the policy of simplified sewer systems in government policy and regulation.

Further strengthen the evidence base for WSUP influencing activities through research on regulation and other key topics.

**5. Increased Scale**

We will implement a considered strategy of geographical expansion, to increase our scale and impact.

**Priorities for 2022/23**

Increase rollout of the SWEEP model across small cities in Bangladesh and trial aspects of the model in other core countries.

Work in further cities of Ghana including satellite towns and growing feeder towns. Currently we only work in Accra and Kumasi.

**Internal goals**

**Internal Goal 1: Develop organisational skill sets**

Develop the skills needed to deliver the substantial growth envisioned in the 2020-2025 plan

**Priorities for 2022/23**

Host a skill-sharing workshop bringing together WSUP's business development leads from different countries for them to exchange ideas and experiences and share skills as part of our 'Thinking Business' strategic goal.

**Internal Goal 2: Strengthen learning capabilities**

Support the organisation-wide rollout of a new Learning & Development Strategy to strengthen team and organisational learning to drive greater achievement of impact.

**Priorities for 2022/23**

Conduct mid-term 2020-25 Business Plan Review to evaluate progress and initiate course correction where required, drawing on in-depth country programme assessments.

Continue to build on the global Wednesday Webinar programme.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Constitution**

To distinguish its service offering from that of traditional charitable or philanthropic entities both in the perception of local partners and of donors, WSUP operates as a not-for-profit company limited by guarantee with various subsidiaries. This provides a vehicle which allows companies to become Members, although the Memorandum of Association specifically prohibits distribution of funds to the Members, other than for pre-approved direct inputs into its activities. The structure also allows the organization to qualify for a wide range of funding mechanisms, including traditional non-profit sources and those normally earmarked for private companies or other commercial entities.

Members of the company each guarantee to contribute an amount not exceeding £1 to the assets of the company in the event of winding up. The total number of such guarantees on 31 March 2022 was five (31 March 2021: five). The Directors have no beneficial interest in the company. New Members

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are approved by the Directors and will be admitted, to maintain a balance between the Not-for-Profit and Private Sector Member categories.

At 31 March 2022 the Members were:

|                                   |   |
|-----------------------------------|---|
| Borealis & Borouge                | Borealis AG, company registered in Austria FN 269858a and Borouge Pte Ltd, company registered in Singapore 199801755H |
| CARE International UK             | Charity registration number 292506  |
| Cranfield University              | Royal Charter company number RC000151   |
| Thames Water Ltd                  | Company number 02366623   |
| Unilever UK Central Resources Ltd | Company number 00029140   |

### **Method of Appointment of Directors**

Each member organisation appoints one of its employees to be a Director of the company. In addition, the Directors have appointed a Chair who is independent of the Members, and they may also appoint other independent Directors to bring specific skills to the Board. Induction and training of Directors is provided as required, comprising various meetings and presentations with executive staff and other Directors.

### **Pay and Remuneration of Senior Personnel**

The Directors set the pay and remuneration of the company's chairman, Non – Executive Directors and key management personnel. Pay of senior personnel is reviewed annually and normally increased in accordance with UK cost of living indicators. Remuneration and expenses paid during the year are disclosed in note 8.

### **Organisational Structure and Decision Making**

The Directors meet four times each year to decide on strategic direction, key policies, and legal requirements. At each meeting, every Director makes a declaration of conflicts of interest arising with any item on that meeting's agenda or WSUP affairs in general.

The Board has a Finance and Audit Committee to provide oversight of financial and audit matters, and responsibility for staff remuneration. A report from the Committee is a standing agenda item at the Board meetings.

The Risk Committee continues to provide oversight and advice to the Board on institutional risk management issues. Meeting quarterly, the Committee has reviewed the corporate risk register and monitored and advised on risk issues arising, reporting risk assessments, and mitigating actions to the Board as a standing agenda item at the regular Board meetings. The Risk Committee works closely with Senior Leadership Team and the CEO, Company Secretary and Head of People & Support who all regularly attend Risk Committee meetings.

Over the past year the Committee has worked to strengthen the risk management function including carrying out an assessment of risk appetite which was adopted by the Board, updating policies and carrying out Covid-19 risk assessments in the light of the pandemic.

### **Branch Offices**

Branch offices are registered in Bangladesh, Ghana, Kenya, Madagascar, and Mozambique. These operate under the management control of WSUP, and their financial records are fully incorporated into WSUP's accounts.

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**RELATED PARTIES – RELATIONSHIPS WITH OTHER ORGANISATIONS**

**Members**

Each Member agrees to contribute a specific amount of funding annually to the company made up of cash and/or in-kind contributions.

Member organisations may contribute towards the implementation of programmes and are reimbursed at not-for-profit rates for pre-approved staff time and expenses spent on WSUP's affairs. Some of these costs are donated by the Members as contributions, and these are shown as both income and expenditure in the accounts. The value of the financial transactions with Members is shown in note 18 to the accounts.

**Clean Team Ghana Ltd**

Clean Team Ghana Ltd is a wholly owned subsidiary of WSUP, which was created in partnership with WSUP member Unilever in 2013. A business model was developed that shifts the focus for the customer away from the up-front purchase of the toilet and onto the emptying service. The company was initially funded by seed grant contributions, then a Business Plan was developed that aimed to build a self-sustaining local business. As part of this plan, WSUP is seeking to float Clean Team Ghana Ltd into a purely commercial space.

Clean Team Ghana incurred an operating loss of £137k during the year (year ended 31 March 2021: £260k loss) and received capital grants of £NIL (year ended 31 March 2021: £488k). The results of Clean Team Ghana Ltd have been consolidated into the results of the Group for the year ended 31 March 2022.

**WSUP India**

Having completed the programme of activities in India, WSUP India is no longer trading. The company's accounts have not been consolidated due to the immaterial value of the small number of transactions in the year.

**Smartlife Ltd**

The Directors of WSUP have taken the decision to close down Smartlife Ltd, a wholly owned subsidiary of WSUP. As a result, activities ceased on 30 September 2016. The process of winding up the company was initially delayed due to uncertainty over the final tax liabilities. The tax liabilities were signed off during FY19/20 and steps to close the company have commenced. Smartlife Ltd did not trade during the year.

**WSUP Advisory CIC Ltd**

WSUP Advisory, is incorporated as a private company limited by shares, wholly owned by WSUP, and is registered as a Community Interest Company (CIC).

Its mandate is to carry on activities which benefit the community and to:

- Provide consultancy services to agencies involved in the provision of water and sanitation services to low-income urban consumers in the developing world; and
- Carry on such other activities which assist WSUP to deliver its objects for the benefit of the community or which raise funds for WSUP.

During the year WSUP Advisory CIC Ltd incurred an operating deficit of £93k (year ended 31 March 2021: £151k deficit), arising on its own activities, including inter-company income, excluding its subsidiary, and before foreign exchange gains, interest and taxation. Further details are included in

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note 10 to the accounts. The results of WSUP Advisory CIC Ltd have been consolidated into the results of the Group for the year ended 31 March 2022.

**WSUP Advisory India Pvt Ltd**

On 28 November 2015, WSUP Advisory India Pvt Ltd was incorporated in India. It is limited by shares and is a wholly owned subsidiary of WSUP Advisory CIC. WSUP Advisory India was established for the initial purpose of implementing the USAID funded project “Technical Support to USAID/Government of India Knowledge Partnership”, which ran up to August 2018. The company ceased activities after the close of the project.

During the year ended 31 March 2022, WSUP Advisory India Pvt Ltd recorded a deficit of £3k (year ended 31 March 2021: £8k deficit). Further details are included in note 10 to the accounts. The results of WSUP Advisory India Pvt Ltd have been consolidated into the results of the Group for the year ended 31 March 2022

**WSUP Zambia Ltd**

WSUP Zambia Ltd was registered on 14 September 2015 as a company limited by guarantee, as a wholly owned subsidiary of WSUP, and started to trade during FY16/17.

During the year, WSUP Zambia Ltd recorded a deficit of £13k (year ended 31 March 2021: £1k deficit). Further details are included in note 10 to the accounts. The results of WSUP Zambia Ltd have been consolidated into the results of the Group for the year ended 31 March 2022.

**The WSUP Charity**

The WSUP Charity was registered on 14 September 2015 as a company limited by guarantee and registered with the Charity Commission of England and Wales, charity number 1107651. Its sole member is Water and Sanitation for the Urban Poor.

During the year, the WSUP Charity recorded a surplus of £11k (year ended 31 March 2021: £4k deficit). Further details are included in note 10 to the accounts. The results of the WSUP Charity have been consolidated into the results of the Group for the year ended 31 March 2022.

**Funders**

WSUP liaises with and reports regularly to funders on progress against plans.

**Support to WSUP**

The Directors acknowledge the invaluable contribution of their employees and volunteers in the success of WSUP. They would also like to thank funders for their continuing generous support of WSUP's work.

**PRINCIPAL RISKS AND UNCERTAINTIES**

The Directors have considered the major risks to which WSUP is exposed and confirm that systems and controls have been established to manage those risks. The Directors recognise the risks faced by the organisation are becoming more complex as it grows and develops operations in diverse locations. There is a need to continually develop monitor and strengthen organisational risk management systems to manage these evolving issues. It is partly for this reason that the Directors previously elected to establish a Risk Committee, which has continued to significantly develop its activities and operations in FY21/22.

Whilst WSUP has continued to grow successfully over the last few years in a challenging funding environment, the Directors are aware that the company remains heavily reliant on a relatively limited,

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albeit growing, number of institutional funders to cover its core operating costs. The funding diversification strategy continued to achieve good results in FY21/22, broadening WSUP's portfolio of funders. WSUP has continued to invest in capacity to raise resources and develop WSUP's unique business offering. With increased awareness globally of the role of clean water and good hygiene in combatting the spread of COVID-19, WSUP is optimistic that it will be able to secure new funds to scale up its work.

The negative impact on the UK economy of the COVID-19 pandemic, inflation, the fall in value of the pound, and the reduction in the FCDO's budget for overseas development, has increased funding risk for WSUP. As a result, the organisation has ramped up its contingency planning to ensure that WSUP continues as a going concern into the foreseeable future.

During the financial year, the organisation continued improvements in internal systems, including Human Resources, which have strengthened staff appraisal and performance management, organisational learning and development.

## **FINANCIAL REVIEW**

### **Consolidated Statement of Financial Activities (SOFA)**

The accounts reflect WSUP's reduced level of activity, with income received from two main sources: restricted grants from institutional funders and unrestricted funds. Grants were received from a growing number of organisations as set out in note 3.

Total income for the year was £6.0 million (year ended 31 March 2021: £10.7 million). Grant income from restricted funds declined to £2.1 million in the year (year ended 31 March 2021: £6.6million). Unrestricted grant income reduced to £0.4 million in the year (year ended 31 March 2021: £1.0 million) and included contributions from the Mulago Foundation, Skoll Foundation, and Crap Foundation.

Income from other sources including WSUP Charity, Clean Team Ghana, WSUP members and WSUP Advisory increased to £3.5 million (year ended 31 March 2021: £3.1 million).

Resources expended in the year declined to £7.5 million (year ended 31 March 2021: £9.8million) with growth in Covid-related delivery e.g. Hygiene Behaviour Change work, and US Aid-funded work in Madagascar.

Unrealised exchange rate movements arise from the revaluation of non-sterling bank balances during the year, and at the year end. The majority of this is movement on the value of US\$ balances which are used to fund projects where income has been received in US\$. During the year there were overall exchange losses of £399k (year ended 31 March 2021: losses of £457k).

The overall reduction in funds for the year was £1.825 million (year ended 31 March 2021: £0.3 million net increase).

Note 10 to the accounts sets out in more detail the results for the subsidiaries.

### **Balance Sheet**

The net funds of the group reduced from £6.7 million at the start of the year to £4.9 million at the year end, due to the net movement on restricted and unrestricted funds, as explained above.

Fixed assets at the year-end totalled £319k (year ended 31 March 2021: £373k).

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Reserves at the year-end comprise restricted and unrestricted funds. Restricted reserves are grants received for a specific purpose and which have not yet been spent. Full details of restricted funds are contained in note 16 to the accounts. At the end of the year the group held £3.0 million in restricted funds (31 March 2021: £3.7 million).

Unrestricted funds comprise general funds and designated funds. General funds can be used for any of WSUP's purposes, and are held in reserve to enable the Directors to manage the expansion and contraction of different programmes in various countries, and to manage risk. Designated funds are unrestricted grants received from foundations, allocated to general purposes. At the end of the year, the group held £1.6 million general reserves (31 March 2021: £1.9 million). Designated reserves at the year-end totalled £0.3 million (31 March 2021: £1.1 million).

### **Reserves Policy**

The Directors, having carried out an impact assessment of possible adverse financial events, have agreed a reserves policy to protect the organisation and its programme against the risks of funding loss through income shortfalls and other unexpected financial losses, and taking into account WSUP's complex operations and diverse range of activities and funding partnerships. This establishes an appropriate target range of free reserves of between £1.2 million and £1.8 million.

The free reserves of WSUP group, represented by general funds (as in Note 16 to the Accounts), declined from £1.9 million at 31 March 2021 to £1.8 million at 31 March 2022. With the uncertainties caused by the COVID-19 pandemic, inflation, and decline economic growth, and potential impact on funder budgets, the Directors plan to maintain WSUP's reserves in the upper half of the target range.

The Policy will be reviewed annually to reassess the risks, and changes in WSUP's income, financial obligations, and expenditure.

### **Going Concern**

WSUP's business operations have been impacted by the COVID-19 pandemic, inflation, foreign exchange movements, skills shortages, economic recession and supply chain disruptions. The downturn in the UK economy, and the reduction in the UK government's overseas development budget from 0.7% gross national product (GDP), down to 0.5% GDP, continue to have impact. Given this context, we continue to develop robust contingency plans to ensure we can continue to function in a stable and sustainable way throughout the remainder of the 2020-2025 Business Plan period.

The Business Plan 2020-25 comprises a base budget of £44.2 million, and a stretch budget of £77.3 million. This means that there are several investments or 'stretch' activities that can be delayed or turned off if the funding targets are not met in full. We continue to implement efficiencies in the way we operate across all key functions. We continue to seek unrestricted funding from new and existing sources, to ensure that our operations are funded over the Business Plan period. Since the start of the current business plan to 31 March 2022, we have secured £24 million contracted income.

WSUP has also developed on-going support from a number of governments, corporate and foundation funders. Contracts with our funders generate a vital contribution towards the central costs of the WSUP Secretariat, which delivers Strategic Planning, Management, HR, IT, Governance, Risk Management and Finance Systems to support WSUP's people, programmes, projects, stakeholders and communities globally.

Recognising that WSUP's continued ability to deliver its programme work will depend on continued forward secured funding, as we enter the third year of the Business Plan period 2020 – 2025, the

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Directors have considered several factors in concluding that the adoption of the going concern basis in the preparation of these financial statements is appropriate. These factors include the following:

- The forward pipeline of secured and prospective contract and grant awards for a period of at least 2 years from the date of approval of these accounts
- The rigour of pipeline monitoring and cost controls that are in place to ensure a balanced budget in the current financial year (FY22/23) and subsequent financial year (FY23/24) while maintaining delivery of WSUP's programmes
- Cash management and working capital controls in place to manage the potential risks of late payments by funders and ensure restricted and unrestricted assets and reserves are appropriately managed.

After considering the forecasts and projections, including the forward pipeline and costs controls, the Directors have concluded that the company has a reasonable expectation that there are adequate resources to continue in operational existence for the foreseeable future and have continued to prepare the financial statements on a going concern basis.

**Glossary of Terms**

|         |  |
|---------|--|
| AWA     | Alliance for WASH Advocacy                       |
| CIC     | Community Interest Company                       |
| DFID    | Department for International Development         |
| DSIP    | Dhaka Sanitation Improvement Project             |
| ERL     | Evaluation Research and Learning                 |
| EPFO    | Employee Provident Fund Organisation             |
| FRC     | Financial Reporting Council                      |
| FRS     | Financial Reporting Standard                     |
| FSM     | Faecal Sludge Management                         |
| FY      | Financial Year                                   |
| IFI     | International Finance Institution                |
| ISA     | International Standards Authority                |
| JIRAMA  | Jiro Sy Rano Malagasy                            |
| KPIs    | Key Performance Indicators                       |
| LIA     | Low Income Area                                  |
| LIC     | Low Income Communities                           |
| LICSU   | Low Income Consumer Support Unit                 |
| MA      | Municipal/Metropolitan Authorities               |
| MSWR    | Ministry of Sanitation and Water Resources       |
| M&E     | Monitoring & Evaluation                          |
| MUSDP   | Mozambique Urban Sanitation and Drainage Project |
| MAWASCO | Nakuru Water Facility                            |
| NCWSC   | Nairobi City Water and Sewerage Company          |
| NGO     | Non-Governmental Organisation                    |
| NRW     | Non-Revenue Water                                |
| NSA     | National Sanitation Authority                    |
| OD      | Open Defecation                                  |
| PPP     | Public Private Partnerships                      |
| PSA     | Professional Service Agreement                   |
| SA      | Strategic Area                                   |
| SDG     | Sustainable Development Goals                    |
| SME     | Small and Medium Sized Enterprises               |
| SOFA    | Statement of Financial Accounts                  |

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|        |  |
|--------|--|
| SORP   | Statement of Recommended Practice            |
| SSNIT  | Social Security and National Insurance Trust |
| SWSC   | Southern Water and Sewerage Company          |
| SWSP   | Sustainable Water Services Programme         |
| ToR    | Terms of Reference                           |
| WASH   | Water, Sanitation & Hygiene                  |
| WASREB | Water Services Regulatory Board              |
| WSDP   | Water and Sanitation Development Project     |
| WSUP   | Water & Sanitation for the Urban Poor        |
| WTP    | Willingness to Pay                           |

**STATEMENT OF RESPONSIBILITIES OF THE DIRECTORS**

The Directors are responsible for preparing the report of the Directors and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law, the Directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and the profit or loss of the group for that period.

In preparing these financial statements the Directors are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed. Subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group will continue in operation.

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

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

Each of the Directors confirms that to the best of his/her knowledge there is no information relevant to the audit of which the auditor is unaware. Each of the Directors also confirms that he/she has taken all necessary steps to ensure that he/she is aware of all relevant audit information and that this information has been communicated to the auditor.

**AUDITOR**

Crowe U.K. LLP has indicated its willingness to be reappointed as statutory auditor.

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The Directors' Report was approved by the Directors on 3 November 2022 and signed on their behalf by:

A handwritten signature in black ink, appearing to read "P. Boateng", written over a horizontal line.

Lord Paul Boateng  
Chair

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**Independent Auditor’s Report to the Members of Water & Sanitation for the Urban Poor**

**Opinion**

We have audited the financial statements of Water & Sanitation for the Urban Poor (‘the parent company’) and its subsidiaries (‘the group’) for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the Group and Company Balance Sheets, the Consolidated Statement of Cash Flows, and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group’s and of the parent company’s affairs as at 31 March 2022 and of the group’s result for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

**Other information**

The directors 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that

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there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included have been prepared in accordance with applicable legal requirements.

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

In light of the knowledge and understanding of the group and parent company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

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

**Responsibilities of directors**

As explained more fully in the directors' responsibilities statement set out on page 19, the directors 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 directors 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 directors are responsible for assessing the group's and the parent 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 directors 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

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**Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the group and the parent company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and financial reporting standards. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the group's and the parent company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the group and the parent company for fraud. The laws and regulations we considered in this context for the UK operations were employment legislation, anti-fraud, bribery and corruption legislation, General Data Protection Regulation (GDPR) and health and safety legislation. We also considered compliance with local legislation for the group's overseas operating segments.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any.

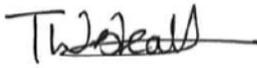
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of grant and contract income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance & Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence, sample testing of grant and contract income, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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**Use of our report**

This report is made solely to the 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 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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Tara Westcott  
Senior Statutory Auditor  
For and on behalf of  
Crowe U.K. LLP  
Statutory Auditor

Cheltenham, UK

Date: 21 December 2022

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**STATEMENT OF FINANCIAL ACTIVITIES**

|  | Notes | Group<br>Restricted<br>£ | Group<br>Unrestricted<br>£ | 2022<br>Total<br>£ | 2021<br>Total     |
|--|-------|--------------------------|----------------------------|--------------------|-------------------|
| <b>INCOME AND ENDOWMENTS FROM:</b>   |       |                          |                            |                    |                   |
| Grants   | 3     | 2,128,772                | 355,733                    | <b>2,484,505</b>   | 7,604,468         |
| Member Contributions   | 18    | -                        | 75,000                     | <b>75,000</b>      | 122,000           |
| Investment Income  |       | -                        | -                          | -                  | 1,309             |
| WSUP Advisory Services   |       | -                        | 771,640                    | <b>771,640</b>     | 797,828           |
| Other Income   | 4     | 2,060,979                | 647,147                    | <b>2,708,126</b>   | 2,162,615         |
| <b>TOTAL</b>   |       | <b>4,189,751</b>         | <b>1,849,520</b>           | <b>6,039,271</b>   | <b>10,688,220</b> |
| <b>EXPENDITURE ON:</b>   |       |                          |                            |                    |                   |
| Raising Funds  |       | 113,265                  | 177,470                    | <b>290,735</b>     | 314,212           |
| Programme Activities   |       |                          |                            |                    |                   |
| Demonstrating Service Models   |       | 4,374,930                | 1,357,877                  | <b>5,732,807</b>   | 6,090,677         |
| Strengthening Capacity   |       | 92,655                   | 22,377                     | <b>115,032</b>     | 1,641,441         |
| Mobilising Finance   |       | 16,813                   | 57,181                     | <b>73,994</b>      | 59,303            |
| Sectorwide influencing   |       | 42,362                   | 129,338                    | <b>171,700</b>     | 377,169           |
| Testing, Learning and Dissemination  |       | 187,980                  | 30,210                     | <b>218,190</b>     | 481,054           |
| WSUP Advisory Services   |       | -                        | 862,219                    | <b>862,219</b>     | 870,733           |
| <b>TOTAL</b>   | 5     | <b>4,828,005</b>         | <b>2,636,672</b>           | <b>7,464,677</b>   | <b>9,834,589</b>  |
| Net (outgoing)/incoming resources before transfers                         |       | (638,254)                | (787,152)                  | <b>(1,425,406)</b> | 853,631           |
| Gross transfers between funds  |       | (22,541)                 | 22,541                     | -                  | -                 |
| Net (Outgoing)/Incoming Resources Before Other Recognised Gains and Losses |       | (660,795)                | (764,611)                  | <b>(1,425,406)</b> | 853,631           |
| Unrealised Exchanges (Losses)  |       | (29,684)                 | (369,471)                  | (399,155)          | (457,740)         |
| Taxation on profit on ordinary activities                                  |       | -                        | -                          | -                  | (90,961)          |
| <b>NET MOVEMENT IN FUNDS</b>   | 16    | <b>(690,479)</b>         | <b>(1,134,082)</b>         | <b>(1,824,561)</b> | <b>304,930</b>    |
| Total Funds Brought Forward  |       | 3,654,841                | 3,041,513                  | <b>6,696,354</b>   | 6,391,424         |
| <b>TOTAL FUNDS CARRIED FORWARD</b>   |       | <b>2,964,362</b>         | <b>1,907,431</b>           | <b>4,871,793</b>   | <b>6,696,354</b>  |

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

**WATER AND SANITATION FOR THE URBAN POOR  
REPORT AND CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

**BALANCE SHEET AS AT 31 MARCH 2022**

|  |              | Group<br>2022<br>£ | Group<br>2021<br>£ | Company<br>2022<br>£ | Company<br>2021<br>£ |
|--|--------------|--------------------|--------------------|----------------------|----------------------|
|  | <b>Note</b>  |                    |                    |                      |                      |
| <b>FIXED ASSETS</b>                          |              |                    |                    |                      |                      |
| Tangible Fixed Assets                        | <b>9</b>     | <b>319,584</b>     | 372,597            | <b>49,562</b>        | 70,893               |
| Investments                                  | <b>10</b>    | -                  | -                  | <b>30,431</b>        | 30,431               |
|  |              | <b>319,584</b>     | 372,597            | <b>79,993</b>        | 101,324              |
| <b>CURRENT ASSETS</b>                        |              |                    |                    |                      |                      |
| Debtors                                      | <b>11</b>    | <b>555,202</b>     | 726,306            | <b>680,350</b>       | 889,941              |
| Cash deposits and treasury bills             |              | <b>136,310</b>     | 57,385             | -                    | -                    |
| Cash at Bank and in hand                     |              | <b>6,103,467</b>   | 7,727,868          | <b>4,933,685</b>     | 5,468,592            |
|  |              | <b>6,794,979</b>   | 8,511,559          | <b>5,614,035</b>     | 6,358,533            |
| <b>LIABILITIES</b>                           |              |                    |                    |                      |                      |
| Creditors: Amounts due within one year       | <b>12</b>    | <b>(1,682,586)</b> | (1,670,971)        | <b>(630,688)</b>     | (426,917)            |
| <b>NET CURRENT ASSETS</b>                    |              | <b>5,112,393</b>   | 6,840,588          | <b>4,983,347</b>     | 5,931,616            |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> |              |                    |                    |                      |                      |
| Creditors: Amounts due after one year        | <b>13</b>    | <b>(560,184)</b>   | (516,831)          | -                    | -                    |
| <b>NET ASSETS</b>                            | <b>14,15</b> | <b>4,871,793</b>   | 6,696,354          | <b>5,063,340</b>     | 6,032,940            |
| <b>FUNDS</b>                                 |              |                    |                    |                      |                      |
|  | <b>16</b>    |                    |                    |                      |                      |
| Restricted Funds                             |              | <b>2,964,362</b>   | 3,654,841          | <b>3,004,620</b>     | 3,145,322            |
| Unrestricted Funds                           |              |                    |                    |                      |                      |
| General Funds                                |              | <b>1,649,034</b>   | 1,892,186          | <b>1,821,089</b>     | 1,736,515            |
| Designated Funds                             |              | <b>258,397</b>     | 1,149,327          | <b>237,631</b>       | 1,151,103            |
| <b>TOTAL FUNDS</b>                           |              | <b>4,871,793</b>   | 6,696,354          | <b>5,063,340</b>     | 6,032,940            |

The result for the financial year dealt with in the financial statements of the parent company was a loss of £969,600 (2021: loss of £102,025).

Approved by the Directors on 3 November 2022 and signed on their behalf by:



Lord Paul Boateng, Chair,  
Company Registration Number 05419428

**WATER AND SANITATION FOR THE URBAN POOR**  
**REPORT AND CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

**CONSOLIDATED STATEMENT OF CASHFLOWS FOR THE YEAR ENDED 31 MARCH 2022**

|  | Note | Group<br>2022<br>Total<br>£ | Group<br>2021<br>Total<br>£ |
|--|------|-----------------------------|-----------------------------|
| Cash flows from operating activities                               | 20   | (1,080,813)                 | 435,307                     |
| <b>Net cash provided by operating activities</b>                   |      | <b>(1,080,813)</b>          | <b>435,307</b>              |
| Cash flows from investing activities:                              |      |                             |                             |
| Interest Received  |      | -                           | 1,309                       |
| Purchase of fixed assets   |      | (187,786)                   | (138,603)                   |
| Sale/(Purchase) of investments                                     |      | -                           | 184,340                     |
| <b>Net cash used in investing activities</b>                       |      | <b>(187,786)</b>            | <b>47,046</b>               |
| Cash flows from financing activities:                              |      |                             |                             |
| Interest Paid  |      | -                           | (345)                       |
| Increase/(decrease) in long term creditors                         |      | 43,353                      | (29,564)                    |
| <b>Net cash used in financing activities</b>                       |      | <b>43,353</b>               | <b>(29,909)</b>             |
| Change in cash and cash equivalents in the year                    | 21   | (1,225,246)                 | 452,444                     |
| Cash and cash equivalents at the beginning of the year             |      | 7,727,868                   | 7,733,164                   |
| Change in cash and cash equivalents due to exchange rate movements |      | (399,155)                   | (457,740)                   |
| <b>Cash and cash equivalents at the end of the year</b>            |      | <b>6,103,467</b>            | <b>7,727,868</b>            |

**WATER AND SANITATION FOR THE URBAN POOR**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

**1. ACCOUNTING POLICIES**

**a) Statutory Information**

Water and Sanitation for the Urban Poor is a non-for-profit company limited by guarantee and is incorporated in England and Wales, registration number 05419428. The Registered office address is 1st Floor Fleet House  
8-12 New Bridge Street, London EC4V 6AL.

**b) Basis of Preparation**

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland effective 1 January 2019 (The FRS 102 Charities SORP) 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.

These financial statements consolidate the results of the company and its subsidiaries Clean Team Ghana, Smartlife Kenya, WSUP Zambia WSUP Advisory CIC, WSUP Advisory India, and the WSUP Charity. WSUP India has been excluded from the consolidation as its inclusion is not material for the purpose of giving a true and fair view of WSUP's financial position. Transactions and balances between the company and its subsidiaries have been eliminated from the consolidated financial statements. Balances between the companies are disclosed in the notes of the company's balance sheet. A separate statement of financial activities, or income and expenditure account, for the company itself is not presented because the company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

**c) Public benefit entity**

The company and its subsidiaries meet the definition of a public benefit entity under FRS 102.

**d) Critical estimates and judgements**

In the application of the company's accounting policies, which are described in note 2, the directors are required to make judgements, estimates, assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

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

**e) Member Contributions**

Member contributions are accounted for when due under Membership agreements. Contributions are settled either in-kind or in cash.

**WATER AND SANITATION FOR THE URBAN POOR**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

Contributions in-kind are valued at cost to the Members, as a result the cost units invoiced may vary between the different organisations.

**f) Income**

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

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

Income received in advance of the provision of a specified service or agreed activity is deferred until the series is delivered or activity is carried out. In the case of contracted income that includes a budgeted profit margin, income is recognised on the basis of actual costs incurred together with the attributable recoverable margin.

**g) Interest receivable**

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

**h) Fund Accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure that meets these criteria is charged to the fund.

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

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

**i) Expenditure**

Expenditure is recognised in the period in which it is incurred 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.

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

Costs of generating funds are those costs expended in preparing grant submissions and managing regular funder reporting both for WSUP and on behalf of Service Providers and partners in-country. This latter income will not be received by WSUP.

**j) Allocation of support costs**

Resources expended are directly allocated to the activities that they relate to. The cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the basis of direct costs charged to each activity.

**k) Operating Leases**

Rental charges are charged on a straight-line basis over the term of the lease.

**WATER AND SANITATION FOR THE URBAN POOR**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

**l) Fixed Assets**

Items of equipment are capitalised at cost where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

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 assumed useful lives, except for land, are as follows:

|                       |                            |
|-----------------------|----------------------------|
| Toilets               | 3 years                    |
| Plant and Machinery   | 10 years                   |
| Fixtures and Fittings | Over the life of the lease |
| Vehicles              | 4 years                    |
| Office Equipment      | 4 years                    |

All assets purchased for projects that end within the year end are fully depreciated.

**m) Investments in subsidiaries**

Shares in subsidiary companies are shown at cost.

**n) Foreign Currency**

Monetary assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate prevailing at the date of the transaction. Where advances are made to WSUP branch offices and to Member offices, the related expenditure is accounted for at the rate prevailing when the advance was made. Exchange differences are taken into account in arriving at the net incoming resources for the year.

**o) Debtors**

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

**p) Cash at bank and in hand**

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

**q) Creditors and provisions**

Creditors and provisions are recognised where the company 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.

**r) Pensions**

WSUP and WSUP Advisory CIC match employee contributions into a pension scheme of their choice subject to a maximum of 5% of gross earnings. In line with pension legislation, WSUP enrolls eligible employees in a registered stakeholder pension scheme.

WSUP Bangladesh matches the employee contribution of 6% of gross salary into the Provident Fund.

**WATER AND SANITATION FOR THE URBAN POOR**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

WSUP Ghana pays 13.5% of basic salary into the Social Security and National Insurance Trust (SSNIT) pension scheme; employees contribute 5%.

WSUP Kenya matches employee contributions into a recognised pension scheme of their choosing subject to a maximum of 10% of gross earnings.

WSUP Madagascar contributes to the employee pension scheme via the social insurance system CNAPS.

WSUP Mozambique contributes to the social security system INSS for employee pensions.

WSUP Zambia Ltd contributes to the social security system NAPSA for employee pensions.

Clean Team Ghana pays 13.5% of basic salary into the Social Security and National Insurance Trust (SSNIT) pension scheme; employees contribute 5%.

**s) Financial instruments**

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

**t) Taxation**

Current tax is provided at amounts expected to be paid (or received) using the tax rates and laws at the balance sheet date. Deferred tax liabilities are recognised in respect of all timing differences that are likely to result in an obligation to pay more tax in the future. Deferred tax assets are recognised only to the extent that it is more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted.

**u) Going Concern**

WSUP's business operations have been impacted by the COVID-19 pandemic, inflation, foreign exchange movements, skills shortages, economic recession and supply chain disruptions. The downturn in the UK economy, and the reduction in the UK government's overseas development budget from 0.7% gross national product (GDP), down to 0.5% GDP, continue to have impact. Given this context, we continue to develop robust contingency plans to ensure we can continue to function in a stable and sustainable way throughout the remainder of the 2020-2025 Business Plan period.

The Business Plan 2020-25 comprises a base budget of £44.2 million, and a stretch budget of £77.3 million. This means that there are several investments or 'stretch' activities that can be delayed or turned off if the funding targets are not met in full. We continue to implement efficiencies in the way we operate across all key functions. We continue to seek unrestricted funding from new and existing sources, to ensure that our operations are funded over the Business Plan period. Since the start of the current business plan to 31 March 2022, we have secured £24 million contracted income.

WSUP has also developed on-going support from a number of governments, corporate and foundation funders. Contracts with our funders generate a vital contribution towards the central costs of the WSUP Secretariat, which delivers Strategic Planning, Management, HR, IT, Governance, Risk Management and Finance Systems to support WSUP's people, programmes, projects, stakeholders and communities globally.

**WATER AND SANITATION FOR THE URBAN POOR**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

Recognising that WSUP's continued ability to deliver its programme work will depend on continued forward secured funding, as we enter the third year of the Business Plan period 2020 – 2025, the Directors have considered several factors in concluding that the adoption of the going concern basis in the preparation of these financial statements is appropriate. These factors include the following:

- The forward pipeline of secured and prospective contract and grant awards for a period of at least 2 years from the date of approval of these accounts
- The rigour of pipeline monitoring and cost controls that are in place to ensure a balanced budget in the current financial year (FY22/23) and subsequent financial year (FY23/24) while maintaining delivery of WSUP's programmes
- Cash management and working capital controls in place to manage the potential risks of late payments by funders and ensure restricted and unrestricted assets and reserves are appropriately managed.

After considering the forecasts and projections, including the forward pipeline and costs controls, the Directors have concluded that the company has a reasonable expectation that there are adequate resources to continue in operational existence for the foreseeable future and have continued to prepare the financial statements on a going concern basis.

**WATER AND SANITATION FOR THE URBAN POOR**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

**2. DETAILED COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

|   |           | Group<br>Restricted<br>£ | Group<br>Unrestricted<br>£ | 2021<br>Total<br>£ |
|---|-----------|--------------------------|----------------------------|--------------------|
|   | Note      |                          |                            |                    |
| <b>INCOME AND ENDOWMENTS FROM:</b>  |           |                          |                            |                    |
| Grants  | 3         | 6,580,884                | 1,023,584                  | 7,604,468          |
| Member Contributions  | 18        | -                        | 122,000                    | 122,000            |
| Investment Income   |           | -                        | 1,309                      | 1,309              |
| WSUP Advisory Services  |           | -                        | 797,828                    | 797,828            |
| Other Income  | 4         | 1,370,106                | 792,509                    | 2,162,615          |
| <b>TOTAL</b>  |           | <b>7,950,990</b>         | <b>2,737,230</b>           | <b>10,688,220</b>  |
| <b>EXPENDITURE ON:</b>  |           |                          |                            |                    |
| <i>Raising Funds</i>  |           | 282,791                  | 31,421                     | 314,212            |
| <i>Programme Activities</i>   |           |                          |                            |                    |
| Demonstrating Service Models  |           | 5,797,573                | 293,104                    | 6,090,677          |
| Strengthening Capacity  |           | 1,559,369                | 82,072                     | 1,641,441          |
| Mobilising Finance  |           | 56,338                   | 2,965                      | 59,303             |
| Sectorwide influencing  |           | 358,310                  | 18,859                     | 377,169            |
| Testing, Learning and Dissemination   |           | 457,001                  | 24,053                     | 481,054            |
| WSUP Advisory Services  |           | -                        | 870,733                    | 870,733            |
| <b>TOTAL</b>  |           | <b>8,511,382</b>         | <b>1,323,207</b>           | <b>9,834,589</b>   |
| <b>Net incoming/(outgoing) resources before transfers</b>                         |           | <b>(560,392)</b>         | <b>1,414,023</b>           | <b>853,631</b>     |
| Gross transfers between funds   |           | -                        | -                          | -                  |
| <b>Net (Outgoing)/Incoming Resources Before Other Recognised Gains and Losses</b> |           | <b>(560,392)</b>         | <b>1,414,023</b>           | <b>853,631</b>     |
| Unrealised Exchanges Gains/(Losses)   |           | (238,192)                | (219,548)                  | (457,740)          |
| Taxation on profit on ordinary activities   |           | -                        | (90,961)                   | (90,961)           |
| <b>NET MOVEMENT IN FUNDS</b>  | <b>16</b> | <b>(798,584)</b>         | <b>1,103,514</b>           | <b>304,930</b>     |
| Total Funds Brought Forward   |           | 4,453,425                | 1,937,999                  | 6,391,424          |
| <b>TOTAL FUNDS CARRIED FORWARD</b>  |           | <b>3,654,841</b>         | <b>3,041,513</b>           | <b>6,696,354</b>   |

**WATER AND SANITATION FOR THE URBAN POOR**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

**3. GRANTS**

|   | Restricted<br>£  | Unrestricted<br>£ | <b>2022<br/>TOTAL<br/>£</b> | Restricted<br>£  | Unrestricted<br>£ | 2021<br>TOTAL<br>£ |
|---|------------------|-------------------|-----------------------------|------------------|-------------------|--------------------|
| Aguas de Regiao de Maputo               | 16,329           | -                 | <b>16,329</b>               |                  |                   | -                  |
| Acqua                                   | -                | -                 | -                           | 22,400           | -                 | 22,400             |
| Borealis and Borouge                    | -                | -                 | -                           | 21,739           | -                 | 21,739             |
| Cartier Foundation                      | -                | -                 | -                           | 165,895          | -                 | 165,895            |
| Coca Cola Foundation                    | 220,263          | -                 | <b>220,263</b>              | 227,982          | -                 | 227,982            |
| Conrad N. Hilton Foundation             | -                | -                 | -                           | 159,765          | -                 | 159,765            |
| Conselho Municipal de Maputo            | 317,281          | -                 | <b>317,281</b>              | -                | -                 | -                  |
| Comic Relief                            | -                | -                 | -                           | 12,985           | -                 | 12,985             |
| Crap Foundation                         | -                | 69,065            | <b>69,065</b>               | -                | -                 | -                  |
| Dutch Government                        | 27,679           | -                 | <b>27,679</b>               | -                | -                 | -                  |
| Dubai Cares                             | -                | -                 | -                           | 550,000          | -                 | 550,000            |
| ESA                                     | 170,470          | -                 | <b>170,470</b>              | 654,111          | -                 | 654,111            |
| Gates Foundation                        | 22,523           | -                 | <b>22,523</b>               | 2,471            | -                 | 2,471              |
| Halcrow Foundation Limited              | 3,552            | -                 | <b>3,552</b>                | 444              | -                 | 444                |
| James Percy Foundation                  | 108,234          | -                 | <b>108,234</b>              | 181,090          | -                 | 181,090            |
| LeeWrangler Asia Limited (Kontoor Branc | -                | -                 | -                           | 26,643           | -                 | 26,643             |
| The Lucille Foundation                  | -                | -                 | -                           | -                | 125,000           | 125,000            |
| The Mulago Foundation                   | -                | 177,600           | <b>177,600</b>              | -                | 222,417           | 222,417            |
| The One Foundation                      | 310,000          | -                 | <b>310,000</b>              | 500,000          | -                 | 500,000            |
| Thank You Australia                     | -                | -                 | -                           | -                | 218,444           | 218,444            |
| The Skoll Foundation                    | 226,813          | 109,068           | <b>335,881</b>              | -                | 457,723           | 457,723            |
| The Stone Family Foundation             | -                | -                 | -                           | 187,500          | -                 | 187,500            |
| UNICEF                                  | 23,608           | -                 | <b>23,608</b>               | -                | -                 | -                  |
| Unilever                                | 182,736          | -                 | <b>182,736</b>              | 2,161,165        | -                 | 2,161,165          |
| US Agency for International Developmen  | 319,263          | -                 | <b>319,263</b>              | 386,228          | -                 | 386,228            |
| Vitens Evides BV                        | -                | -                 | -                           | 15,460           | -                 | 15,460             |
| VF Corporation                          | 36,777           | -                 | <b>36,777</b>               | 472,179          | -                 | 472,179            |
| Wasser Fuer Wasser                      | 70,673           | -                 | <b>70,673</b>               | 23,305           | -                 | 23,305             |
| DAI Global LLC (The Wallace Project)    | -                | -                 | -                           | 81,082           | -                 | 81,082             |
| Waterloo Foundation                     | 60,000           | -                 | <b>60,000</b>               | 25,000           | -                 | 25,000             |
| UNOPS Geneva                            | -                | -                 | -                           | 4,478            | -                 | 4,478              |
| WaterWox                                | 12,570           | -                 | <b>12,570</b>               | -                | -                 | -                  |
| Other                                   | -                | -                 | -                           | 695,867          | -                 | 695,867            |
| Oxford University                       | -                | -                 | -                           | 3,095            | -                 | 3,095              |
|   | <b>2,128,772</b> | <b>355,733</b>    | <b>2,484,505</b>            | <b>6,580,884</b> | <b>1,023,584</b>  | <b>7,604,468</b>   |

**WATER AND SANITATION FOR THE URBAN POOR**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

**4. OTHER INCOME**

|                                    | Restricted<br>£ | Unrestricted<br>£ | 2022<br>Total    | Restricted<br>£ | Unrestricted<br>£ | 2021<br>Total |
|------------------------------------|-----------------|-------------------|------------------|-----------------|-------------------|---------------|
| Clean Team Ghana Rentals and Sales | -               | 127,105           | <b>127,105</b>   | -               | 155,506           | 155,506       |
| Clean Team Ghana - Grants          | -               | 492,565           | <b>492,565</b>   | -               | 573,829           | 573,829       |
| WSUP Charity income                | 2,060,979       | 5,382             | <b>2,066,361</b> | 1,304,486       | 361               | 1,304,847     |
|                                    |                 |                   | -                |                 |                   |               |
| Other income                       | -               | 22,095            | <b>22,095</b>    | 65,620          | 62,813            | 128,433       |
|                                    | 2,060,979       | 647,147           | <b>2,708,126</b> | 1,370,106       | 792,509           | 2,162,615     |

**5. ANALYSIS OF EXPENDITURE**

|   | Staff<br>Costs<br>£ | Other<br>Costs<br>£ | Support<br>£ | 2022<br>Total<br>£ |
|---|---------------------|---------------------|--------------|--------------------|
| Raising Funds                             | 225,591             | 10,395              | 54,749       | <b>290,735</b>     |
| Programme Activities                      |                     |                     |              |                    |
| <i>Demonstrating Service Models</i>       | 2,086,937           | 2,738,771           | 907,099      | <b>5,732,807</b>   |
| <i>Strengthening capacity</i>             | 74,067              | 20,357              | 20,608       | <b>115,032</b>     |
| <i>Mobilising Finance</i>                 | 58,745              | 1,295               | 13,954       | <b>73,994</b>      |
| <i>Sectorwide influencing</i>             | 129,006             | 10,774              | 31,920       | <b>171,700</b>     |
| <i>Testing Learning and Dissemination</i> | 117,352             | 63,204              | 37,634       | <b>218,190</b>     |
| <i>WSUP Advisory Services</i>             | 242,776             | 619,443             | -            | <b>862,219</b>     |
| Support Services                          | 564,332             | 501,632             | (1,065,964)  | -                  |
| <b>Year Ended 31 March 2022</b>           | <b>3,498,806</b>    | <b>3,965,871</b>    | -            | <b>7,464,677</b>   |

Governance Costs of £207,423 (2021: £216,177) are included in Support Services.

Detailed comparatives for 2021 are given below:

|   | Staff<br>Costs<br>£ | Other<br>Costs<br>£ | Support<br>£ | 2021<br>Total<br>£ |
|---|---------------------|---------------------|--------------|--------------------|
| Raising Funds                             | 177,804             | 93,787              | 42,621       | <b>314,212</b>     |
| Programme Activities                      |                     |                     |              |                    |
| <i>Demonstrating Service Models</i>       | 2,103,108           | 3,253,460           | 734,109      | <b>6,090,677</b>   |
| <i>Strengthening capacity</i>             | 133,146             | 1,340,163           | 168,131      | <b>1,641,441</b>   |
| <i>Mobilising Finance</i>                 | 49,602              | 558                 | 9,143        | <b>59,303</b>      |
| <i>Sectorwide influencing</i>             | 212,703             | 113,356             | 51,110       | <b>377,169</b>     |
| <i>Testing Learning and Dissemination</i> | 275,891             | 139,659             | 65,504       | <b>481,054</b>     |
| <i>WSUP Advisory Services</i>             | 361,372             | 509,361             | -            | <b>870,733</b>     |
| Support Services                          | 540,632             | 529,986             | (1,070,618)  | <b>0</b>           |
| <b>Year Ended 31 March 2021</b>           | <b>3,854,259</b>    | <b>5,980,330</b>    | -            | <b>9,834,589</b>   |

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**6. NET OUTGOING/(INCOMING) RESOURCES FOR THE YEAR**

| This is stated after charging:     | <b>2022</b>  | <b>2021</b>  |
|------------------------------------|--------------|--------------|
|                                    | <b>Total</b> | <b>Total</b> |
|                                    | <b>£</b>     | <b>£</b>     |
| Depreciation                       | 145,687      | 166,934      |
| Operating Lease rentals            |              |              |
| * Property                         | 242,217      | 223,197      |
| * Other                            | 49,228       | 32,486       |
| Auditors' remuneration             |              |              |
| * Main audit (Crowe UK LLP)        | 21,686       | 20,653       |
| * WSUP Advisory (Crowe UK LLP)     | 5,352        | 5,097        |
| * Funder audits                    | -            | -            |
| * Other services UK (Crowe UK LLP) | 2,827        | -            |
| * WSUP Advisory India audit        | 368          | 350          |
| * Clean Team Ghana audit           | 2,140        | 2,140        |
| * WSUP Charity audit               | 525          | 500          |
| * Zambia audit                     | 6,889        | 1,076        |
| Directors' remuneration            | 58,412       | 18,469       |

Directors' remuneration is the payment made to the non-executive directors for time spent on WSUP affairs.

**7. OPERATING LEASE COMMITMENTS**

The group's total future minimum lease payments under non-cancellable operating leases are as follows for each of the following periods:

|                    | <b>2022</b>     | <b>2022</b>      | 2021     | 2021      |
|--------------------|-----------------|------------------|----------|-----------|
|                    | <b>Property</b> | <b>Equipment</b> | Property | Equipment |
|                    | <b>£</b>        | <b>£</b>         | <b>£</b> | <b>£</b>  |
| Less than one year | <b>242,217</b>  | <b>49,228</b>    | 223,197  | 32,486    |
| One to five years  | <b>259,781</b>  | <b>3,818</b>     | 84,456   | 11,085    |
|                    | <b>501,998</b>  | <b>53,046</b>    | 307,653  | 43,571    |

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

**8. STAFF COSTS AND NUMBERS**

|   | <b>2022</b>      | 2021      |
|---|------------------|-----------|
|   | <b>Total</b>     | Total     |
|   | £                | £         |
| <u>UK Staff</u>   |                  |           |
| Wages and Salaries  | <b>1,334,718</b> | 1,346,117 |
| Social Security Costs   | <b>142,899</b>   | 179,661   |
| Pension Contributions <sup>(1)</sup>  | <b>69,205</b>    | 57,186    |
|   | <b>1,546,822</b> | 1,582,964 |
| <br>  |                  |           |
| Casual Staff Costs  | <b>103,513</b>   | 29,728    |
| Clean Team Ghana Wages and Salaries   | <b>241,366</b>   | 142,461   |
| WSUP Advisory (excluding Casual Staff Costs)  | <b>346,322</b>   | 376,518   |
| WSUP Programme Salaries (including local employer payroll taxes) <sup>(2) (3)</sup> | <b>1,202,371</b> | 1,702,896 |
| Directors Remuneration including social security costs                              | <b>58,412</b>    | 19,692    |
|   | <b>3,498,806</b> | 3,854,259 |

- (1) The company matches payments made by UK employees into their personal pension plans up to a pre-determined proportion of their salary. These costs are charged to the Statement of Financial Activities as incurred. WSUP has no liability other than payment of those contributions. Pension equivalent contributions are paid for local programme staff in accordance with employee contracts for each country.
- (2) Expenses paid on behalf of WSUP directors in 2022 totalled £nil (2021 - £nil).
- (3) Redundancy payments in respect of three staff totalled £9,509 (2021 – four staff £49,894).

The number of employees whose emoluments, excluding employer pensions and employer's national insurance, fell within the following bands was:

| <b>Band</b>       | <b>2022</b> | 2021 |
|-------------------|-------------|------|
| £60,000 - £69,999 | <b>5</b>    | 2    |
| £80,000 - £89,999 | <b>3</b>    | 3    |
| £90,000 - £99,999 | <b>1</b>    | 1    |

The average monthly number of employees (full-time equivalent) during the year was as follows:

|                                 | <b>2022</b> | 2021 |
|---------------------------------|-------------|------|
|                                 | <b>No.</b>  | No.  |
| Office of the Chief Executive   | <b>1</b>    | 2    |
| Communications                  | <b>3</b>    | 2    |
| Evaluation, Research & Learning | <b>2</b>    | 5    |
| Fundraising                     | <b>5</b>    | 4    |
| Human Resources & Office Admin  | <b>4</b>    | 5    |
| Innovation & Consumer Needs     | <b>2</b>    | 3    |
| Programmes Directorate          | <b>5</b>    | 5    |
| Secretariat Finance             | <b>6</b>    | 6    |
| Programmes                      | <b>80</b>   | 94   |
|                                 | <b>108</b>  | 126  |
| Clean Team Ghana                | <b>59</b>   | 30   |
| WSUP Advisory                   | <b>4</b>    | 5    |
| WSUP Advisory India             | <b>0</b>    | 0    |
|                                 | <b>171</b>  | 161  |

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The total employment cost including national insurance and pension contributions of the key management personnel (senior management team) was £611,804 (2021: £604,553).

**9. TANGIBLE FIXED ASSETS**

**GROUP**

|                                   | Toilets  | Land    | Plant & Machinery | Vehicles | Fixtures & Fittings | Office Equipment | Total     |
|-----------------------------------|----------|---------|-------------------|----------|---------------------|------------------|-----------|
| GROUP                             | £        | £       | £                 | £        | £                   | £                | £         |
| <b>Cost</b>                       |          |         |                   |          |                     |                  |           |
| At 1 April 2021                   | 409,117  | 9,298   | 21,869            | 539,917  | 32,868              | 143,434          | 1,156,503 |
| Additions in year                 | 67,991   | 11,460  | -                 | 87,623   | 5,415               | 15,297           | 187,786   |
| Transfers from completed projects | -        | -       | -                 | 89,499   | 800                 | 6,797            | 97,096    |
| Foreign Exchange Gain/(Loss)      | - 78,271 | - 2,538 | - 4,184           | - 33,662 | - 3,080             | - 3,271          | - 125,006 |
| At 31 March 2022                  | 398,837  | 18,220  | 17,685            | 504,379  | 34,403              | 148,663          | 1,122,187 |
| <b>Depreciation</b>               |          |         |                   |          |                     |                  |           |
| At 1 April 2021                   | 250,227  | 29      | 12,936            | 380,300  | 28,093              | 112,321          | 783,906   |
| Charge for the year               | 63,249   | 5,202   | 209               | 58,119   | 5,743               | 13,165           | 145,686   |
| Charge on Assets transferred      | -        | -       | -                 | 45,945   | 800                 | 3,267            | 50,011    |
| Foreign Exchange Gain/(Loss)      | - 55,407 | - 317   | - 2,328           | - 14,571 | - 2,634             | - 1,721          | - 76,979  |
| At 31 March 2022                  | 258,069  | 4,914   | 10,817            | 377,903  | 30,402              | 120,498          | 802,603   |
| <b>Net Book Value</b>             |          |         |                   |          |                     |                  |           |
| At 31 March 2022                  | 140,768  | 13,306  | 6,868             | 126,476  | 4,001               | 28,165           | 319,584   |
| At 31 March 2021                  | 158,890  | 9,269   | 8,933             | 159,617  | 4,775               | 31,113           | 372,597   |

Toilets represent the portable toilets held by Clean Team Ghana Ltd.

**COMPANY**

|                       | Vehicles | Fixtures/<br>Fittings | Office<br>Equipment | Total    |
|-----------------------|----------|-----------------------|---------------------|----------|
| COMPANY               | £        | £                     | £                   | £        |
| <b>Cost</b>           |          |                       |                     |          |
| At 1 April 2021       | 363,965  | 15,194                | 109,129             | 488,288  |
| Additions in year     | -        | -                     | 7,122               | 7,122    |
| Disposals             | (59,174) | -                     | (309)               | (59,483) |
| At 31 March 2022      | 304,791  | 15,194                | 115,942             | 435,927  |
| <b>Depreciation</b>   |          |                       |                     |          |
| At 1 April 2021       | 311,893  | 15,194                | 90,308              | 417,395  |
| Charge for the year   | 17,625   | -                     | 10,828              | 28,453   |
| Disposals             | (59,174) | -                     | (309)               | (59,483) |
| At 31 March 2022      | 270,344  | 15,194                | 100,827             | 386,365  |
| <b>Net Book Value</b> |          |                       |                     |          |
| At 31 March 2022      | 34,447   | -                     | 15,115              | 49,562   |
| At 31 March 2021      | 52,072   | -                     | 18,821              | 70,893   |

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**10. INVESTMENTS**

A summary of investments held by WSUP included at cost, is shown below:

|   | <b>2022</b>   | 2021          |
|---|---------------|---------------|
|   | <b>Total</b>  | Total         |
|   | £             | £             |
| Clean Team Ghana Shares (shares held by WSUP) | <b>29,670</b> | 29,670        |
| Smartlife Kenya Shares (shares held by WSUP)  | <b>760</b>    | 760           |
| WSUP Advisory CIC                             | <b>1</b>      | <b>1</b>      |
|   | <b>30,431</b> | <b>30,431</b> |

**WSUP India**

WSUP India continues to exist as a Section 25 not-for-profit company limited by shares, registered in India. It was set up to enable WSUP to operate projects in India but ceased trading in 2012. The company has not been consolidated as the Directors consider that its inclusion is not material for the purpose of giving a true and fair view of WSUP's financial position.

**Clean Team Ghana Ltd**

On 12 April 2012 WSUP registered in Ghana a company called Clean Team Ghana Limited. The issued share capital is 1,000 shares at 85 Ghanaian Cedis each, all of which are owned by WSUP. These are valued at cost at £29,670.

A summary of the results of Clean Team Ghana is shown below:

|   | <b>2022</b>      | 2021      |
|---|------------------|-----------|
|   | <b>Total</b>     | Total     |
|   | £                | £         |
| Rentals and Sales                                       | <b>127,105</b>   | 155,506   |
| Other income including Grants                           | <b>250,916</b>   | 245,608   |
| Expenditure   | <b>(514,668)</b> | (661,592) |
| Net Deficit from Operations                             | <b>(136,647)</b> | (260,478) |
| Foreign Exchange losses                                 | <b>(241,649)</b> | -         |
| Net loss for the Year                                   | <b>(37,296)</b>  | (260,478) |
| The Aggregate of the Assets, Liabilities and Funds was: |                  |           |
| Assets  | <b>907,807</b>   | 1,107,840 |
| Liabilities   | <b>(800,186)</b> | (693,572) |
| Funds   | <b>107,621</b>   | 414,268   |
| Share Capital   | <b>29,670</b>    | 29,670    |

**Smartlife Kenya**

On 1 April 2014 WSUP registered in Kenya a company called Smartlife Kenya Limited. The issued share capital is 1,000 shares at 100 Kenyan Shillings each, all of which are owned by WSUP. These are valued at cost at £760.

SmartLife Ltd had ceased operations in FY16/17, and thus its results are not shown separately. A petition to wind-up the company will be submitted to the Kenya authorities in the next twelve months.

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|   |                        |          |
|---|------------------------|----------|
| The Aggregate of the Assets, Liabilities and Funds was: | <b>2022</b>            | 2021     |
|   | £                      | £        |
| Assets  | <b>3,869</b>           | 3,869    |
| Liabilities   | <u><b>(15,520)</b></u> | (15,520) |
| Funds   | <u><b>(11,651)</b></u> | (11,651) |
| Share Capital   | <u><b>760</b></u>      | 760      |

**WSUP Advisory CIC**

On 25 February 2015, WSUP registered in the UK a company called WSUP Advisory CIC. The company is a Community Interest Company and has no share capital.

A summary of the results of WSUP Advisory CIC, excluding its subsidiary, is shown below:

|   | <b>2022</b>             | 2021            |
|---|-------------------------|-----------------|
|   | <b>Total</b>            | Total           |
|   | £                       | £               |
| Income  | <b>832,282</b>          | 797,748         |
| Expenditure   | <u><b>(916,304)</b></u> | (882,875)       |
| <b>Net Deficit from Operations</b>                      | <b>(84,022)</b>         | (85,127)        |
| Unrealised Foreign Exchange losses                      | <b>(9,094)</b>          | (64,160)        |
| Interest receivable                                     | -                       | 80              |
| Interest payable and similar charges                    | -                       | (2,254)         |
| <b>Net Expenditure for the Year</b>                     | <u><b>(93,116)</b></u>  | (151,461)       |
| The Aggregate of the Assets, Liabilities and Funds was: |                         |                 |
| Assets  | <b>704,915</b>          | 416,329         |
| Liabilities   | <u><b>(929,750)</b></u> | (547,968)       |
| Funds   | <u><b>(224,835)</b></u> | (131,639)       |
| Share Capital   | <u><b>1</b></u>         | <u><b>1</b></u> |

**WSUP Advisory India Private Ltd**

On 28 November 2016, WSUP Advisory CIC registered in India a company called WSUP Advisory CIC India Private Ltd. The issued share capital is 100,000 shares at 100 India Rupees each, 99,999 of which are owned by WSUP Advisory CIC, the other share being held for legal reasons by one of the directors, resident in India, on trust on behalf of WSUP Advisory. Shares are valued at £1,108.

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A summary of the results of WSUP Advisory India Private Ltd is shown below:

|   | <b>2022</b>     | 2021    |
|---|-----------------|---------|
|   | <b>Total</b>    | Total   |
|   | <b>£</b>        | £       |
| Income  | -               | 80      |
| Expenditure   | <b>(4,531)</b>  | (8,289) |
| <b>Net Deficit from Operations</b>                      | <b>(4,531)</b>  | (8,209) |
| Grant Income from WSUP Advisory CIC Ltd                 | -               | -       |
| Net loss for the Year                                   | <b>(4,531)</b>  | (8,209) |
| Unrealised Foreign Exchange gains                       | <b>1,568</b>    | -       |
| <b>Net Loss for the Year</b>                            | <b>(2,963)</b>  | (8,209) |
| The Aggregate of the Assets, Liabilities and Funds was: |                 |         |
| Assets  | <b>96,311</b>   | 84,266  |
| Liabilities   | <b>(15,171)</b> | (163)   |
|   | <b>81,140</b>   | 84,103  |
| Funds   | <b>80,032</b>   | 84,103  |
| Share Capital   | <b>1,108</b>    | 1,108   |

**WSUP Zambia Ltd**

On 14 September 2015, WSUP registered in Zambia a company called WSUP Zambia Ltd. The company is limited by guarantee and has no issued share capital.

A summary of the results of WSUP Zambia Ltd is shown below:

|   | <b>2022</b>      | 2021          |
|---|------------------|---------------|
|   | <b>Total</b>     | Total         |
|   | <b>£</b>         | £             |
| Income (including accrued income)                       | <b>331,735</b>   | 507,511       |
| Expenditure   | <b>(438,811)</b> | (444,288)     |
| <b>Net Deficit from Operations</b>                      | <b>(107,076)</b> | 63,223        |
| Grant Income from WSUP                                  | <b>115,892</b>   | -             |
| Net Incoming Resources for the Year                     | <b>8,816</b>     | <b>63,223</b> |
| Unrealised Foreign Exchange (losses)                    | <b>(21,881)</b>  | (64,113)      |
| <b>Net Loss for the Year</b>                            | <b>(13,065)</b>  | (890)         |
| The Aggregate of the Assets, Liabilities and Funds was: |                  |               |
| Assets  | <b>36,457</b>    | 484,641       |
| Liabilities   | <b>(47,537)</b>  | (482,658)     |
| Funds   | <b>(11,082)</b>  | 1,983         |

**The WSUP Charity**

The WSUP Charity was registered on 14 September 2015 as a company limited by guarantee and was registered with the Charity Commission of England and Wales, Charity number 1107651. Its sole member is Water & Sanitation for the Urban Poor.

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WSUP Charity commenced activities in November 2016. The company is limited by guarantee and has no issued share capital. Its sole member is Water & Sanitation for the Urban Poor.

A summary of the results of the WSUP Charity is shown below:

|                          | <b>2022</b><br><b>Total</b><br><b>£</b> | 2021<br>Total<br>£ |
|--------------------------|---|--------------------|
| Incoming Resources       | <b>2,066,361</b>                        | 1,304,847          |
| Resources Expended       | <b>(2,055,617)</b>                      | (1,308,980)        |
| Net income/(expenditure) | <b>10,744</b>                           | (4,133)            |
| Assets                   | <b>20,763</b>                           | 696,381            |
| Liabilities              | (1,230)                                 | (687,592)          |
| Funds                    | <b>19,533</b>                           | 8,789              |
| Share Capital            | -                                       | -                  |

**11. DEBTORS**

|                                | <b>Group</b><br><b>2022</b><br><b>£</b> | Group<br>2021<br>£ | <b>Company</b><br><b>2022</b><br><b>£</b> | Company<br>2021<br>£ |
|--------------------------------|---|--------------------|---|----------------------|
| Trade Debtors                  | <b>132,282</b>                          | 468,448            | <b>66,337</b>                             | 353,731              |
| Prepayments and accrued income | <b>189,724</b>                          | 206,518            | <b>128,468</b>                            | 199,850              |
| Intercompany                   | -                                       | -                  | <b>472,809</b>                            | 336,360              |
| Other Debtors                  | <b>233,196</b>                          | 51,340             | <b>12,736</b>                             | -                    |
|                                | <b>555,202</b>                          | <b>726,306</b>     | <b>680,350</b>                            | 889,941              |

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**12. CREDITORS: AMOUNTS DUE WITHIN ONE YEAR**

|                              | <b>Group</b>     | Group            | <b>Company</b> | Company        |
|------------------------------|------------------|------------------|----------------|----------------|
|                              | <b>2022</b>      | 2021             | <b>2022</b>    | 2021           |
|                              | £                | £                | £              | £              |
| Trade Creditors              | 267,688          | 137,762          | 128,980        | 60,894         |
| Taxation and social security | 71,849           | 89,695           | 48,820         | 56,965         |
| Accruals                     | 516,145          | 535,713          | 357,091        | 241,350        |
| Deferred income              | 406,327          | 52,286           | -              | -              |
| Other Creditors              | 420,557          | 855,515          | 95,797         | 67,708         |
|                              | <b>1,682,586</b> | <b>1,670,971</b> | <b>630,688</b> | <b>426,917</b> |

Deferred income relates to contract income received in advance of completing the related work.

|   | <b>Group</b>   | Group              | <b>Company</b> | Company |
|---|----------------|--------------------|----------------|---------|
|   | <b>2022</b>    | 2021               | <b>2022</b>    | 2021    |
|   | £              | £                  | £              | £       |
| Deferred income at start of year        | <b>52,286</b>  | 1,280,158          | -              | -       |
| Net increase/(decrease) during the year | <b>354,041</b> | <b>(1,227,872)</b> | -              | -       |
| Deferred income at year end             | <b>406,327</b> | 52,286             | -              | -       |

**13. CREDITORS: AMOUNTS DUE AFTER MORE THAN ONE YEAR**

The development loans to Clean Team Ghana are interest-free term loans, which may be partially or wholly converted to grants at a future date. There is no recourse to WSUP arising from any non-payment of loans by Clean Team Ghana.

|                                       | <b>Group</b>   | Group   | <b>Company</b> | Company |
|---------------------------------------|----------------|---------|----------------|---------|
|                                       | <b>2022</b>    | 2021    | <b>2022</b>    | 2021    |
|                                       | £              | £       | £              | £       |
| Development Loans to Clean Team Ghana | <b>560,184</b> | 516,831 | -              | -       |

**WATER AND SANITATION FOR THE URBAN POOR**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

**14. ANALYSIS OF NET ASSETS BETWEEN FUNDS (CURRENT YEAR)**

|                                    | Restricted<br>Funds | Unrestricted<br>Funds | Designated Funds    |                    | Total<br>Designated<br>Funds | <b>2022 Total</b> |
|------------------------------------|---------------------|-----------------------|---------------------|--------------------|------------------------------|-------------------|
|                                    |                     |                       | Skoll<br>Foundation | Crap<br>Foundation |                              |                   |
|                                    | £                   | £                     | £                   | £                  | £                            | £                 |
| Fixed Assets                       | 319,584             | -                     | -                   | -                  | -                            | 319,584           |
| Net Current Assets                 | 3,204,962           | 1,649,034             | 189,332             | 69,065             | 258,397                      | 5,112,393         |
| Creditors due after one year       | (560,184)           | -                     | -                   | -                  | -                            | (560,184)         |
| <b>Net Assets at 31 March 2022</b> | <b>2,964,362</b>    | <b>1,649,034</b>      | <b>189,332</b>      | <b>69,065</b>      | <b>258,397</b>               | <b>4,871,793</b>  |

**15. ANALYSIS OF NET ASSETS BETWEEN FUNDS (PRIOR YEAR)**

|                                       | Restricted<br>Funds | Unrestricted<br>Funds | Designated Funds      |                      |                | Total<br>Designated<br>Funds | 2021 Total       |
|---------------------------------------|---------------------|-----------------------|-----------------------|----------------------|----------------|------------------------------|------------------|
|                                       |                     |                       | Lucille<br>Foundation | Mulago<br>Foundation | Other          |                              |                  |
|                                       | £                   | £                     | £                     | £                    | £              | £                            | £                |
| Tangible Fixed Assets                 | 372,597             | -                     | -                     | -                    | -              | -                            | 372,597          |
| Net Current Assets                    | 3,799,075           | 1,892,186             | 325,000               | 172,383              | 651,944        | 1,149,327                    | 6,840,588        |
| Creditors: Amounts due after one year | (516,831)           | -                     | -                     | -                    | -              | -                            | (516,831)        |
| <b>Net Assets at 31 Mach 2021</b>     | <b>3,654,841</b>    | <b>1,892,186</b>      | <b>325,000</b>        | <b>172,383</b>       | <b>651,944</b> | <b>1,149,327</b>             | <b>6,696,354</b> |

**WATER AND SANITATION FOR THE URBAN POOR**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

**16. MOVEMENTS IN FUNDS (CURRENT YEAR)**

|  | At 1 April<br>2021 | Income           | Expenditure        | Transfers       | Exchange Taxation<br>Gain/(Loss) | At 31 March<br>2022 |
|--|--------------------|------------------|--------------------|-----------------|----------------------------------|---------------------|
|  | €                  | €                | €                  | €               | €                                | €                   |
| <b>Restricted Funds</b>                |                    |                  |                    |                 |                                  |                     |
| Agence Française de développement      | -                  | 16,329           | (549)              | -               | -                                | <b>15,780</b>       |
| Barealir and Baraque                   | 201,372            | -                | (106,345)          | -               | -                                | <b>95,027</b>       |
| Cartier Foundation                     | 167,430            | 220,263          | (154,094)          | -               | (1,220)                          | <b>232,389</b>      |
| Coca-Cola Africa Foundation Madagascar | 13,585             | -                | (14,025)           | -               | -                                | <b>(440)</b>        |
| Coca-Cola Africa Foundation Mozambique | (1,036)            | -                | (6,434)            | -               | -                                | <b>(7,470)</b>      |
| Conrad Hilton Foundation               | (12,956)           | 317,281          | (23,298)           | -               | -                                | <b>281,027</b>      |
| Comic Relief                           | 52                 | -                | -                  | -               | -                                | <b>52</b>           |
| Dubai Carex                            | 426,859            | 170,470          | (415,071)          | -               | (8,755)                          | <b>173,503</b>      |
| Jamor Percy Foundation                 | 163,455            | 108,234          | (168,128)          | -               | (1,416)                          | <b>102,145</b>      |
| The One Foundation Kenya               | 236,104            | 310,000          | (309,912)          | -               | 17                               | <b>236,209</b>      |
| The One Foundation Ghana               | 184,266            | -                | (170,816)          | -               | -                                | <b>13,450</b>       |
| Skull Foundation (Bangladesh)          | 304,984            | 226,813          | (541,185)          | -               | 750                              | <b>(8,639)</b>      |
| Stano Family Foundation                | 989                | -                | -                  | -               | (26)                             | <b>963</b>          |
| UN Habitat                             | -                  | 23,609           | (2,331)            | -               | -                                | <b>21,278</b>       |
| Unilever                               | 60,011             | 182,736          | (188,142)          | -               | (914)                            | <b>53,691</b>       |
| USAID                                  | 289,612            | 319,264          | (549,453)          | -               | (2,163)                          | <b>57,260</b>       |
| VF Corporation                         | 293,751            | 36,777           | (265,851)          | -               | 105                              | <b>64,782</b>       |
| Vitona Evidor BV                       | 589                | -                | (516)              | -               | -                                | <b>73</b>           |
| Wazzor Fuor Wazzor Zambia              | 433,763            | 70,672           | (259,181)          | -               | (5,579)                          | <b>239,676</b>      |
| Wazzor Fuor Wazzor Mozambique          | (66)               | -                | -                  | -               | -                                | <b>(66)</b>         |
| WSUP Charity (held by WSUP)            | 472,223            | 2,046,352        | (1,369,605)        | -               | (10,423)                         | <b>1,138,547</b>    |
| Waterloo Foundation                    | 54,703             | 60,000           | (60,530)           | -               | 809                              | <b>54,982</b>       |
| Clean Team Ghana                       | 179,862            | 0                | (98,187)           | -               | -                                | <b>81,675</b>       |
| WSUP Charity                           | 4,338              | 14,627           | (7,460)            | -               | -                                | <b>11,505</b>       |
| Other                                  | 180,949            | 66,324           | (116,893)          | (22,541)        | (869)                            | <b>106,970</b>      |
| <b>Total Restricted Funds</b>          | <b>3,654,841</b>   | <b>4,189,751</b> | <b>(4,828,005)</b> | <b>(22,541)</b> | <b>(29,684)</b>                  | <b>2,964,362</b>    |
| <b>General Funds</b>                   |                    |                  |                    |                 |                                  |                     |
| WSUP Charity                           | 4,451              | 5,382            | (1,805)            | -               | -                                | <b>8,028</b>        |
| WSUP Advisory                          | (71,333)           | 771,640          | (862,219)          | 23,797          | (7,527)                          | <b>(145,643)</b>    |
| Smartlife Kenya                        | (11,851)           | -                | -                  | 200             | -                                | <b>(11,651)</b>     |
| Clean Team Ghana                       | 234,405            | 619,670          | (586,480)          | -               | (241,649)                        | <b>25,946</b>       |
| WSUP General Funds                     | 1,736,514          | 97,094           | 80,581             | (23,997)        | (117,838)                        | <b>1,772,354</b>    |
| <b>Designated Funds</b>                |                    |                  |                    |                 |                                  |                     |
| Crap Foundation                        | -                  | 69,065           | -                  | -               | -                                | <b>69,065</b>       |
| Skull Foundation (BP support)          | 427,663            | 109,069          | (345,169)          | -               | (2,231)                          | <b>189,332</b>      |
| Lucille Foundation                     | 325,000            | -                | (325,000)          | -               | -                                | <b>-</b>            |
| Thankyou Australia                     | 224,281            | -                | (225,141)          | 860             | -                                | <b>(80)</b>         |
| Mulaga Foundation                      | 172,383            | 177,600          | (371,439)          | 21,681          | (225)                            | <b>(80)</b>         |
| <b>Total Unrestricted Funds</b>        | <b>3,041,513</b>   | <b>1,849,520</b> | <b>(2,636,672)</b> | <b>22,541</b>   | <b>(369,471)</b>                 | <b>1,907,431</b>    |
| <b>Total Funds</b>                     | <b>6,696,354</b>   | <b>6,039,271</b> | <b>(7,464,677)</b> | <b>-</b>        | <b>(399,155)</b>                 | <b>4,871,793</b>    |

Designated funds are expected to be spent within 18 months of the year end.

Transfers between funds have been carried out between Restricted Advisory grants and Unrestricted Advisory Funds:

- to cover necessary expenditure; and
- to write-off sundry small balances after the end of donor contracts.

**WATER AND SANITATION FOR THE URBAN POOR**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

**Purposes of funds**

**Restricted Funds**

|   |  |
|---|--|
| Borealis and Borouge                    | Grant in support of WSUP's work in Nairobi, Kenya delivered in partnership between the funders and WSUP  |
| Cartier Foundation                      | Grant to catalyse improved WASH Services at city-wide scale in Antananarivo, Madagascar  |
| The Coca-Cola Africa Foundation (TCCAF) | Four separate grants to provide improvements to the quality of water supply and WASH access in Mozambique, Madagascar, Kenya, Zambia, and Ghana.   |
| Comic Relief                            | Grant to support faecal sludge management services in two peri-urban areas of Lusaka, Zambia.  |
| Conrad Hilton Foundation                | To develop the water and sanitation sector in Uganda.  |
| Dubai Cares                             | Grant to improving educational and health outcomes for vulnerable children through increased access to sustainable sanitation and hygiene services   |
| ONE Foundation                          | Grants to towards water projects in cities in Kenya and the Ashanti region, Ghana  |
| Skoll Foundation                        | Support for the expansion of the SWEEP model in Bangladesh.  |
| Stone Family Foundation                 | Grant towards the costs of the WSUP Business Plan 2020 to 2025.  |
| Unilever                                | Grant to fund hygiene behaviour change programmes in Ghana and Kenya.  |
| USAID                                   | 1) A grant to improve sanitation outcomes in Ghana through developing and testing scalable, market-based models that contribute to structural change within the region's sanitation sector. USAID funding is received through Population Services International (PSI).<br>2) A grant for a school WASH project in Lusaka, Zambia. The project involves building WASH infrastructure in select schools and delivering health and hygiene education messages in schools and communities.<br>3) A grant to improve the quality of water supply and WASH access in Antananarivo, Mahajanga and Toliara |
| VF Corporation                          | A grant towards a WASH project in Ranpur, Bangladesh, scale up of SWEEP and sanitation demand marketing  |
| Vitens Evides International (VEI)       | Grant to improve WASH services in Beira, Mozambique. Dutch Government funding, received through VEI.   |
| Wasser fur Wasser                       | Grants for 1) Water supply improvement work in John Laing, a peri-urban areas of Lusaka, Zambia;<br>2) to open WSUP operations in Livingstone, Zambia and capacity building of SWSC and infrastructure upgrades in a pilot area of Burton, Livingstone; 3) Construction of school wash blocks and related activities and support to the Training Centre for Water & Sanitation in Maputo, Mozambique; and 4) Establishment of Delegated Management Models in Linda, Lusaka, Zambia.  |
| Waterloo Foundation                     | A grant to support the Mozambique 2020-2025 Business Plan.   |
| WSUP Charity                            | A grant to support the Mozambique 2020-2025 Business Plan and WSUP's organisation development.   |

**Designated Funds**

|                     |  |
|---------------------|--|
| Crap Foundation     | Unrestricted grant to support WSUP's business plan |
| Mulago Foundation   | Unrestricted grant to support WSUP's business plan |
| Lucille Foundation  | Unrestricted grant to support WSUP's business plan |
| Skoll Foundation    | Unrestricted grant to support WSUP's business plan |
| Thank You Australia | Unrestricted grant to support WSUP's business plan |

**WATER AND SANITATION FOR THE URBAN POOR**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

**17. MOVEMENTS IN FUNDS (PRIOR YEAR)**

|  | At 1 April<br>2020 | Income            | Expenditure        | Transfers       | Exchange<br>Gain/ (Loss) | Taxation        | At 31 March<br>2021 |
|--|--------------------|-------------------|--------------------|-----------------|--------------------------|-----------------|---------------------|
|  | £                  | £                 | £                  | £               | £                        | £               | £                   |
| <b>Restricted Funds</b>                  |                    |                   |                    |                 |                          |                 |                     |
| Borealis and Borouge                     | 61,441             | 165,895           | (11,833)           | -               | (14,131)                 | -               | 201,372             |
| Cartier Foundation                       | 53,411             | 227,982           | (105,896)          | -               | (8,067)                  | -               | 167,430             |
| Coca-Cola Africa Foundation Madagascar   | 373,238            | 132,433           | (475,453)          | -               | (16,633)                 | -               | 13,585              |
| Coca-Cola Africa Foundation Mozambique   | 88,765             | 27,343            | (115,517)          | -               | (1,627)                  | -               | (1,036)             |
| Conrad Hilton Foundation                 | 145,070            | -                 | (153,265)          | -               | (4,761)                  | -               | (12,956)            |
| Comic Relief                             | 1,596              | 141,151           | (142,695)          | -               | -                        | -               | 52                  |
| Department for International Development | 697                | 3,900             | (4,597)            | -               | -                        | -               | (0)                 |
| Department for International Development | 0                  | 726,574           | (726,574)          | -               | -                        | -               | 0                   |
| Dubai Cares                              | 374,902            | 654,111           | (564,442)          | -               | (37,712)                 | -               | 426,859             |
| James Percy Foundation                   | 132,399            | 339,983           | (300,882)          | -               | (8,045)                  | -               | 163,455             |
| The One Foundation Kenya                 | 228,741            | 300,000           | (292,637)          | -               | -                        | -               | 236,104             |
| The One Foundation Ghana                 | 304,812            | 200,000           | (320,546)          | -               | -                        | -               | 184,266             |
| Skoll Foundation (Bangladesh)            | 612,130            | -                 | (250,399)          | -               | (56,747)                 | -               | 304,984             |
| Stone Family Foundation                  | 505,217            | 189,224           | (693,354)          | -               | (98)                     | -               | 989                 |
| Unilever                                 | 78,433             | 2,168,314         | (2,180,001)        | -               | (6,736)                  | -               | 60,010              |
| USAID                                    | 67,150             | 386,228           | (149,183)          | -               | (14,583)                 | -               | 289,612             |
| VF Corporation                           | (1)                | 472,179           | (130,150)          | -               | (48,277)                 | -               | 293,751             |
| Vitens Evides BV                         | 4,775              | 22,751            | (28,385)           | -               | 1,447                    | -               | 588                 |
| Wasser Fuer Wasser Zambia                | 393,215            | 362,437           | (279,900)          | -               | (41,988)                 | -               | 433,764             |
| Wasser Fuer Wasser Mozambique            | 25,559             | (8,302)           | (16,716)           | -               | (606)                    | -               | (65)                |
| WSUP Charity                             | 539,550            | 1,319,626         | (1,386,807)        | -               | (146)                    | -               | 472,223             |
| Waterloo Foundation                      | 85,886             | 65,941            | (97,115)           | -               | (9)                      | -               | 54,703              |
| Clean Team Ghana                         | 179,862            | -                 | -                  | -               | -                        | -               | 179,862             |
| WSUP Charity                             | 8,751              | -                 | (4,413)            | -               | -                        | -               | 4,338               |
| WSUP Advisory                            | 28,191             | -                 | -                  | (28,191)        | -                        | -               | -                   |
| Other                                    | 159,633            | 339,727           | (332,075)          | -               | 13,666                   | -               | 180,951             |
| <b>Total Restricted Funds</b>            | <b>4,453,423</b>   | <b>8,237,497</b>  | <b>(8,762,835)</b> | <b>(28,191)</b> | <b>(245,053)</b>         | <b>-</b>        | <b>3,654,841</b>    |
| <b>General Funds</b>                     |                    |                   |                    |                 |                          |                 |                     |
| WSUP Charity                             | 4,171              | 361               | (81)               | -               | -                        | -               | 4,451               |
| WSUP Advisory                            | 78,644             | 589,933           | (703,941)          | 28,191          | (64,160)                 | -               | (71,333)            |
| Smartlife Kenya                          | (11,851)           | -                 | -                  | -               | -                        | -               | (11,851)            |
| Clean Team Ghana                         | 42,186             | 729,335           | (504,959)          | -               | -                        | (32,157)        | 234,405             |
| WSUP General Funds                       | 1,623,524          | 107,510           | 174,166            | -               | (109,882)                | (58,804)        | 1,736,514           |
| <b>Designated Funds</b>                  |                    |                   |                    |                 |                          |                 |                     |
| Skoll Foundation                         | -                  | 457,723           | -                  | -               | (30,060)                 | -               | 427,663             |
| Lucille Foundation                       | 200,000            | 125,000           | -                  | -               | -                        | -               | 325,000             |
| Thank you Australia                      | -                  | 218,444           | 5,837              | -               | -                        | -               | 224,281             |
| Mulago Foundation                        | 1,327              | 222,417           | (42,776)           | -               | (8,585)                  | -               | 172,383             |
| <b>Total Unrestricted Funds</b>          | <b>1,938,001</b>   | <b>2,450,723</b>  | <b>(1,071,754)</b> | <b>28,191</b>   | <b>(212,687)</b>         | <b>(90,961)</b> | <b>3,041,513</b>    |
| <b>Total Funds</b>                       | <b>6,391,424</b>   | <b>10,688,220</b> | <b>(9,834,589)</b> | <b>-</b>        | <b>(457,740)</b>         | <b>(90,961)</b> | <b>6,696,354</b>    |

**WATER AND SANITATION FOR THE URBAN POOR**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

**18. RELATED PARTY TRANSACTIONS**

**Cost of services provided by Members to WSUP**

There were no services provided by members during the year (2021: nil).

**Membership Contributions made to WSUP**

|                       | Cash   | In-Kind | Total 2022 | Total 2021 |
|-----------------------|--------|---------|------------|------------|
|                       | £      | £       | £          | £          |
| Borealis and Borouge  | 25,000 | 12,000  | 37,000     | 36,000     |
| CARE International UK | -      | 4,000   | 4,000      | 9,000      |
| Thames Water Ltd      | 25,000 | 6,000   | 31,000     | 34,000     |
| Unilever plc          | 25,000 | 4,000   | 29,000     | 30,000     |
| WaterAid              | -      | -       | -          | 13,000     |
|                       | 75,000 | 26,000  | 101,000    | 122,000    |

In-kind contributions comprise pre-approved staff time and expenses spent on the company's affairs.

Annual contributions are accrued up to the level due under individual Membership agreements, less cash amounts received during the year.

Unilever Ltd is a partner in the Clean Team Ghana subsidiary, and sells products (chemical fluid and detergents) to Clean Team Ghana for use in its operations. Rebecca Marmot works for Unilever UK and sits on the WSUP Board and has no involvement with transactions with Clean Team Ghana.

During the year, Unilever made a grant to WSUP of £182,736 (year ended 31 March 2021: £2,161,165) in support of WSUP's work in Nairobi, Kenya. Borealis made a grant to WSUP of £nil during the year (year ended 31 March 2021: £21,739).

At 31 March 2022, there were no debtor or creditor balances with Members (31 March 2021: £NIL).

**19. TAXATION**

**Corporation Tax**

The grant income and contributions received from Members are not subject to Corporation Tax. Tax is due on unrealised exchange rate gains and any profits of WSUP Advisory or WSUP for the year.

For the year ended 31 March 2022, taxable income was £NIL for both companies (year ended 31 March 2021: £NIL for both companies). Tax loss brought forward was £72,064 for WSUP and £83,023 for WSUP Advisory (year ended 31 March 2021: £72,064 for WSUP and £24,302 for WSUP Advisory). The tax liability was £NIL for both companies (year ended 31 March 2021: £NIL for both companies).

**VAT**

WSUP and WSUP Advisory CIC Ltd are registered as a group for VAT purposes. However, as the group makes non-taxable supplies, WSUP itself cannot recover the VAT incurred on expenditure invoiced by suppliers. In the year ended 31 March 2022, the amount of irrecoverable VAT was £50,853 (year ended 31 March 2021 - £75,245). This is charged to the same cost categories on the Statement of Financial Activities as the expenditure to which it relates.

**WATER AND SANITATION FOR THE URBAN POOR**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

**20. CASHFLOW FROM OPERATING ACTIVITIES**

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

|   | <b>2022</b>        | 2021        |
|---|--------------------|-------------|
|   | <b>Total</b>       | Total       |
|   | £                  | £           |
| Net (outgoing)/incoming resources before revaluations | <b>(1,425,406)</b> | 853,631     |
| Investment income                                     | -                  | (1,308)     |
| Foreign exchange movements on Fixed assets            | <b>48,029</b>      | 41,173      |
| Depreciation of tangible fixed assets                 | <b>145,687</b>     | 166,934     |
| Disposals/Transfers of assets                         | <b>47,084</b>      | -           |
| Interest paid   | -                  | 345         |
| Taxation  | -                  | (90,961)    |
| Decrease in debtors                                   | <b>92,179</b>      | 1,123,386   |
| Increase/(Decrease) in creditors                      | <b>11,614</b>      | (1,657,893) |
| Net cash provided by operating activities             | <b>(1,080,813)</b> | 435,307     |

**21. ANALYSIS OF CASH AND CASH EQUIVALENTS**

|                                 | <b>2022</b>      | 2021      | Decrease in<br>year |
|---------------------------------|------------------|-----------|---------------------|
|                                 | £                | £         | £                   |
| Cash at bank and in hand        | <b>6,103,467</b> | 7,727,868 | (1,624,401)         |
| Total cash and cash equivalents | <b>6,103,467</b> | 7,727,868 | (1,624,401)         |

**22. ANALYSIS OF CHANGES IN NET DEBT**

|  | At start of year | Cash flows | Other non cash<br>changes | Foreign<br>exchange<br>movements | At end of year |
|--|------------------|------------|---------------------------|----------------------------------|----------------|
|  | £                | £          | £                         | £                                | £              |
| Cash at bank and in hand                   | 7,727,868        | -          | 1,225,246                 | -                                | 399,155        |
| Loans falling due within one year          | -                | 53,106     | -                         | -                                | 73,550         |
| Loans falling due after more than one year | -                | 516,831    | -                         | -                                | 62,869         |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1,225,246</b>          | <b>-</b>                         | <b>535,574</b> |
|  | <b>7,157,931</b> | <b>-</b>   | <b>1</b>                  |                                  |                |