



Annual Financial Report 2020

*Friends-International, Mith Samlanh, Yayasan
Teman Baik, Tha Ngae Chin Myar, Friends Suisse*



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Acronyms & Abbreviations

3PC	Partnership Program for the Protection of Children
CSA	ChildSafe Alliance
CSE	ChildSafe Experience
CSM	ChildSafe Movement
DIC	Drop-in-Centre
EU	European Union
F3	Friends Futures Factory
FI	Friends-International
FNS	Friends 'N' Stuff
GFATM	Global Fund Fight Against Aids, Tuberculosis & Malaria
HQ	Headquarters
IEC	Information, Education, Communication (Materials)
MEL	Monitoring, Evaluation & Learning
MS	Mith Samlanh
NCHADs	National Centre for HIV/AIDs, Dermatology, and Sexually Transmitted Diseases
NGO	Non-Governmental Organisation
PPE	Personal Protective Equipment
Q	Quarter
TREE	Training Restaurants for Employment & Entrepreneurship
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
UNVTF	United Nations Voluntary Trust Fund
VTB	Vocational Training Businesses

Organisation Information (at 31 Dec 2020)

Boards of Directors

Friends-International

Len Coster
Chairperson
Vivian Gee
Secretary
Michael Gilmore
Treasurer
Tamo Wagener
Member
Lucille Belleville
Member

Mith Samlanh

Reth Vuthy
Chairperson
Chenda Sophea Chhun
Member
Michael Gilmore
Member
Len Coster
Member
Tith Davy
Member
Sebastien Marot
Non-Voting
Map Somaya
Non-Voting

Friends Indonesia

Len Coster
Chairperson
Vivian Gee
Secretary
Michael Gilmore
Treasurer
Tamo Wagener
Member

Friends Suisse

Dr. Philip D. Jaffé
Chairperson
Tomás Navarro
Blakemore. Secretary
Pascal Dubey
Treasurer
Yasmina Wakim
Member
Sebastien Marot
Member

Friends Myanmar

Daw Su Su
Executive Director
Daw Kay Thew Than
Advisor
Daw Khin Hnit Thit Oo
Director
U Phyo Min Thant
Operations
Ma War War Swe
Finance

Executive Director of Friends-International / Founder of Friends

Sebastien Marot

Management

Coordinators

Mr. Sebastien Le Mouellic – Saving Lives, Deputy Director
Ms. Ampor Sam-Oeun – Building Futures, Deputy Director
Ms. Iona Bergius- Partnerships
Mr. Marko Ivkovic - Human Resources
Ms. Kanchan Kapoor – Finance
Mr. Vuthy Reth – Migration
Mr. James Sutherland - Communications
Mr. Khemreth Vann - ChildSafe Citizens and Agents
Ms. Phalla Von – Internal Controls & Compliance

Country Program Directors

Ms. Thin Thin Aung– Friends Myanmar
Mr. Dechorith Chen - Friends Phnom Penh, Cambodia
Ms. Somaya Map– Mith Samlanh Phnom Penh, Cambodia
Ms. Ketsone Philaphandet - Friends Laos
Ms. Orawan Saowapat - Friends Thailand
Ms. Valérie Sfeir– Friends Suisse
Mr. Maneth Tho – Friends Siem Reap, Cambodia
Mr. Ari Widodo - Friends Indonesia

Auditors

KPMG Cambodia Ltd • PricewaterhouseCoopers (Laos) Sole Company Ltd • BFA Office Company Ltd (Thailand) • Fidurev SA (Switzerland)

Registered Offices

FI Legal Headquarters: Friends-International, 29 Rue Vaneau 75007, Paris, France

FI Operational Headquarters: #89B, Street 103, PO Box 597, Phnom Penh, Cambodia

Mith Samlanh: #215, Street 13, Phnom Penh, Phnom Penh, Cambodia

Friends Siem Reap: House #1188, Group 3, Salakanseng village, (Top Town Road), Siem Reap, Cambodia

Friends Laos: Phainam Road, P.O. Box 10688, Vientiane Capital, Lao PDR

Friends Thailand: 448 Soi Saen Sabai 8, Phra Khanong, Khlong Toei, Bangkok 10110, Thailand

Yayasan Teman Baik: Jl. Tebet Timur I No.4, Kelurahan Tebet Timur, DKI Jakarta - Indonesia

Friends Suisse: Rue Gourgas 3, 1205 Genève, Switzerland

Tha Ngae Chin Myar: No,141, 1st floor, Seikkantha Street, Kyauktada Township, Yangon, Myanmar

Legal Registrations¹

FI Headquarters: Prefecture de Police, Paris, France. 19 July 1995. N° W751121526

Mith Samlanh: Ministry of Interior, Cambodia. 11 February 2002. N° 172

Yayasan Teman Baik: Ministry of Justice and Human Rights of Indonesia. 26 March 2013. N° AHU-5596.01.04

Friends Suisse: Registre du commerce de Genève. 17 June 2009

Tha Ngae Chin Myar: Ministry of Home Affairs. 27 Dec 2019. N° 1 / Internal / 1024

¹ The listed Friends Alliance programs are independent legal entities, linked to the Friends Alliance through a formal partnership.

Summary of Significant Accounting Policies

Friends adopts the following accounting policies in the preparation of its financial statements.

Basis of Preparation

The financial statements are expressed in the presentational currency - US\$ and are prepared in accordance with a modified cash basis of accounting. Under this basis of accounting, income is recognized when funds are received rather than when they are 'earned' and expenditure is recognized when payments are made rather than when they are incurred, with the exception of Friends Suisse and except for the following treatments elsewhere:

- Advances are initially recognized as a current asset in the Statement of Financial Position, until liquidation with supporting documents, at which point they are recognized as expenses in the Income Statement.
- Deposits to suppliers, loans to staff and other advances are recorded as Accounts Receivables in the Statement of Financial Position until these balances are settled.
- Salary tax payable withheld from staff salaries are recorded as Income Tax Payable in the Statement of Financial Position until payments have been made to relevant tax authorities.
- The costs of fixed assets are charged to expenses upon acquisition. For control and management purposes, a fixed asset register is maintained.

Foreign Currency Translation

Friends executes transactions primarily in the local currency of each program office. Functional currencies are as follows:

	CURRENCY
Cambodia	US\$
Laos	LAK (Lao Kip)
Thailand	TH฿ (Thai Baht)
Indonesia	IDR (Indonesian Rupiah)
Myanmar	MMK (Myanmar Kyat)
Switzerland	CHF (Swiss Francs)

In 2020 each program office maintained its records in their primary currency. Transactions in currencies other than the primary currency are converted into the primary currency at the rate of exchange prevailing on the transaction dates. Exchange differences are recognized in the Income Statement.

Consolidation

The consolidated financial statements of the Friends Alliance Group are prepared by the FI Headquarters and are unaudited. All intra-group balances, transactions, income and expenses are eliminated in full. Likewise, the consolidated financial statements of the training businesses [page 18] are also presented as though they are a single economic entity separated from the social-services provision.

Executive Summary

Around this time last year, we didn't know what was about to hit us... our entire fragile world was brought to its knees, and like everyone, we, Friends, found ourselves in an unparalleled and extraordinary situation.

Friends went into overdrive facing multiple unique challenges; mandatory closures of traditionally in-person services, including the shutdown of educational centres and vocational trainings, lost funding opportunities, budget cuts, staff redundancies, staff furloughed, salary cuts, recruitment freezes, lockdowns, new and live COVID-19 protocols, remote working, online trainings,

52,870
Beneficiaries served

\$88.59
cost per beneficiary

learning innovative virtual working environments, and the list goes on. Friends continued to demonstrate its resilience in the face of manifold disruptions to our plans and programs and took drastic and rapid measures to minimise the devastating impact of the COVID-19 pandemic on our beneficiaries and ourselves.

Our precarious situation required the flexibility of at least 30 existing donor contracts to allow for rapid budget amendments, no cost extensions or total un-restriction, to enable us to redirect funds to respond to the crisis.

6
high earning
business
closures

\$1.8M
sales revenue
foregone

LOST TRAINING BUSINESSES. While previously, our training business sales revenue would amount to around 35% of our total income, in 2020 this reduced to 12%. Of this 12% (amounting to \$822K), more than 80% was generated in quarter 1, before we even felt the severe COVID-19 waves. Hence, we expect an even larger drop in revenues in 2021. We succeeded in compensating for the loss of income by

acquiring **RELIABLE NEW FUNDING.** We secured \$2.3m in NEW partnerships in restricted grants, unrestricted donations, and consultancies, which represented 33% of our total income, and up from \$1.3m in 2019. While we saw an increase in giving for our COVID-19-response, we anticipate this to fall given the global reverberations of this pandemic.

\$34K
training
business
losses

\$1.4M
increased
donations

With the loss of 3 large training restaurants, the **DOWNSIZING OF STAFF** was inevitable. Furthermore, across Cambodia and Laos, staff took a **20% SALARY REDUCTION²** for 3 months to alleviate the initial impact of the financial losses felt. Our **HYGIENE SUPPLY COSTS INCREASED THREEFOLD** due to the new necessary purchases of face masks, hand sanitizers, gloves, thermometers, cleaning alcohol and other various PPE materials for both front-line field staff and for our beneficiaries. **EMERGENCY FAMILY SUPPORT COSTS INCREASED ALMOST FIVEFOLD**, while our teams mobilised food packages and other essential items. With the closure of projects, as well as re-negotiations with landowners, we managed to reduce our rent and utility costs by more than one third. Travel costs reduced by 70% from 2019, and were predominantly for domestic travel only in Cambodia, Thailand, and Laos and all for UNICEF projects.

146
staff cutback

\$561K
partner sub-grants

Our ChildSafe Alliance partner sub-grants increased by 58%, predominantly In Cambodia, but also with expansion to Jordan.

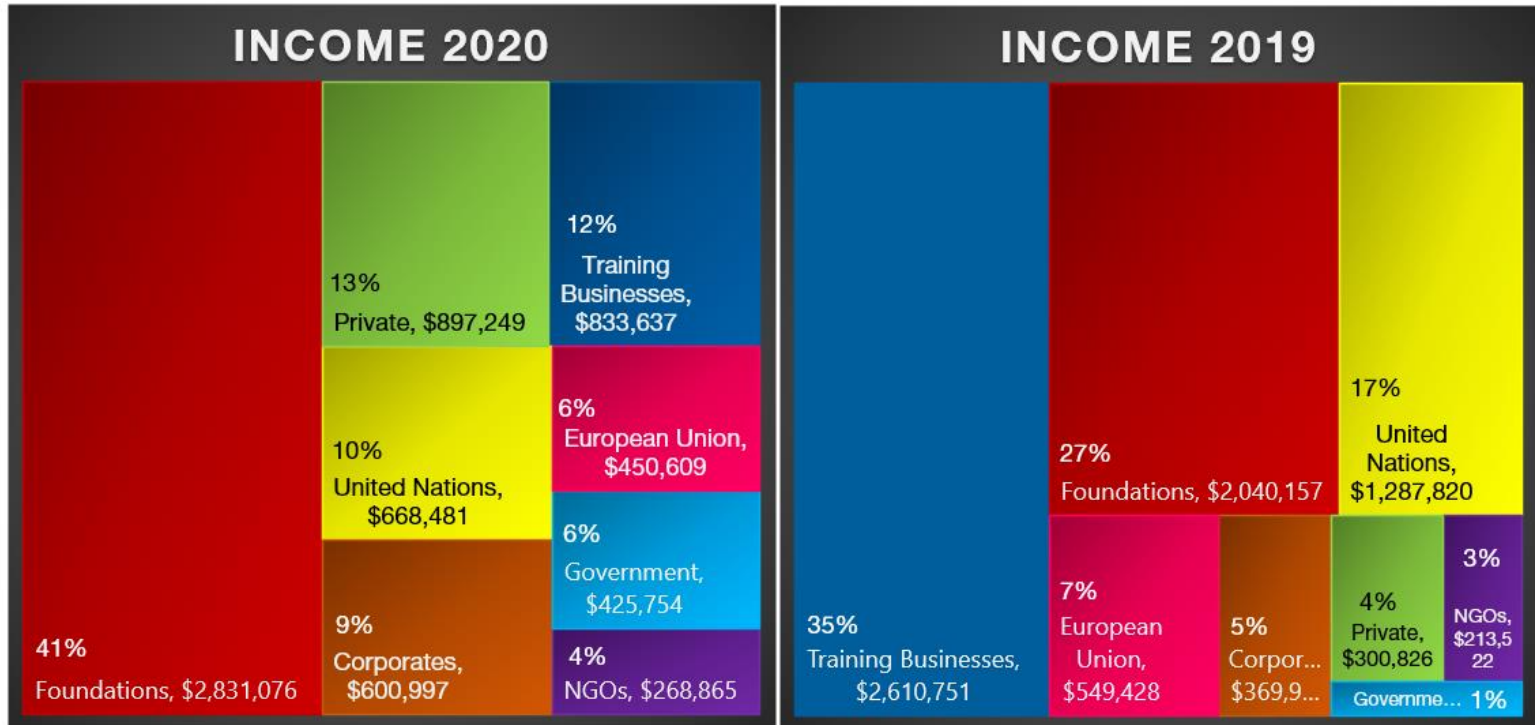
In this 2020 report, we also introduce you to 2 Friends Alliance programs: **FRIENDS MYANMAR**, known locally as Tha Ngae Chin Myar, and **FRIENDS SWITZERLAND.**

Our pre-COVID annual budget was almost \$8m, and post-COVID re-projected to \$4.9m. We spent \$5.2m. In 2021, while we continue to grapple with the extraordinary consequences of the pandemic, Friends continues to save lives through prevention and emergency response, and (re)build livelihoods and futures from this crisis with **ANTICIPATED NEEDS OF \$6.6M.**

² Only staff with a salary greater than US\$300

The 2020 Snapshot

	2020		2019
Number of Staff (31 Dec)	332	↻ -31%	478
Total Income (US\$)	\$6,961,326	↻ -7%	\$7,478,907
Total Expenses (US\$)	\$5,244,337	↻ -23%	\$6,811,934
Administration Costs	7%	↻ 16%	5%



Top 10 Donors

#	DONOR NAME	2020 ³	2019
1	UNICEF (Cambodia, Thailand, Laos, Indonesia)	\$675,001	\$923,060
2	Skoll Foundation	\$549,975	\$0
3	EU / Save The Children	\$450,609	\$573,973
4	Kwok Foundation	\$449,975	\$0
5	NCHADS / GFATM	\$358,883	\$309,268
6	The Cold Mountain Fund of RCF Social Finance	\$310,000	\$350,000
7	Credit Suisse APAC Foundation Limited	\$300,000	\$77,678
8	Epic Foundation	\$292,416	\$52,959
9	WISE Sarl (Fondation NEXT, Mrs Victoria Maltby)	\$220,093	\$403,121
10	ECPAT Luxembourg asbl	\$208,288	\$0

Unrestricted Funds

Friends perpetually aims to build its unrestricted funds to ensure no activities are obstructed due to lack of funding. Unrestricted funds are comprised of private donations, consultancy income, training business reserves and other miscellaneous income. In 2020, we had to write off bad debts where (tourism-related) donors were no longer able to honor our funding contracts. We also had to write off bad debts of restaurant customers from the travel-industry. We paid for staff severances caused by redundancies and provided emergency family support funds for our COVID-response.

PROJECT	HQ	Friends Phnom Penh	Mith Samlanh	Friends Siem Reap	Friends Laos	Friends Thailand	Friends Indonesia	Friends Myanmar	Friends Suisse	TOTAL 2020	TOTAL 2019
Education & School	\$0	\$0	\$9,188	\$0	\$0	\$0	\$656	\$0	\$0	\$9,844	\$26,641
Outreach / Drop-in Centres	\$0	\$0	\$3,257	\$0	\$13,365	\$3,974	\$2,547	\$0	\$0	\$23,143	\$77,974
Transitional Homes & Family	\$0	\$0	\$2,845	\$0	\$1,312	\$0	\$0	\$0	\$0	\$4,157	\$57,288
Vocational Training & Jobs	\$0	\$0	\$36,189	\$0	\$2,578	\$0	\$4,769	\$0	\$0	\$43,535	\$157,586
ChildSafe Alliance	\$2,480	\$353	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,833	\$4,307
ChildSafe Movement	\$0	\$2,955	\$0	\$0	\$1,132	\$220	\$0	\$0	\$8,365	\$12,672	\$26,829
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$1,503	\$0	\$0	\$1,503	\$30,466
Core Program costs	\$0	\$0	\$0	\$0	\$0	\$1,838	\$9,492	\$31,677	\$0	\$43,008	\$42,715
Training Businesses	\$0	\$0	\$0	\$0	\$21,961	\$0	\$0	\$0	\$0	\$21,961	\$0
TOTAL 2020	\$2,480	\$3,308	\$51,478	\$0	\$40,348	\$6,032	\$18,967	\$31,677	\$8,365	\$162,655	
TOTAL 2019	\$17,008	\$7,458	\$192,577	\$116,937	\$79,328	\$8,900	\$1,598	\$0	\$0		\$423,806

³ Excludes funds received by FI's support offices in France, Germany, USA, that had not been transferred to Friends within the year

Consolidated Financial Statements

Income Statement for the year ending 31 Dec 2020 Friends Alliance

INCOME	2020 (US\$)	2019 (US\$)
Training Business Income	818,323	2,568,728
Franchise Revenue	3,266	27,167
Donor Funding	5,314,175	4,446,482
Private Donations	794,820	248,257
Consultancies	-9,570	165,922
Other Income	40,313	22,352
TOTAL INCOME	6,961,326	7,478,907

Training & Franchise Revenues
↓ 68%

Donor Funding
↑ 20%

Private Donations
↑ 220%

Total Income
↓ 7%

EXPENSES	2020 (US\$)	2019 (US\$)
PERSONNEL		
International Staff	541,287	728,538
National Staff	2,043,585	2,490,999
Health Insurance & Pensions	67,708	80,738
Consultancies/Professional fees	148,301	158,909
Overtime	16,475	18,089
Severance / Indemnities	227,716	107,178
Miscellaneous	24,552	26,765
	3,069,623	3,611,216
DIRECT COSTS		
Hygiene Costs	52,427	13,004
Medical Costs	26,596	32,081
IEC Materials	7,358	7,446
Clothing for beneficiaries	1,830	2,082
Non-Formal Education materials	8,904	19,688
Food/Drink for Beneficiaries	110,070	160,105
Family Support	129,459	22,444
Harm Reduction Materials	69,356	64,995
Centre Supplies	16,029	21,336
Family Reintegration Travel	9,279	16,830
Recreational Activity Support	5,689	14,631

Staff Salaries
↓ 20%

Severance Costs
↑ 112%

Hygiene Costs
↑ 303%

Family Support
↑ 477%

Family Reintegration Travel
↓ 45%

EXPENSES	2020 (US\$)	2019 (US\$)
Outreach Materials	4,592	5,482
School Reintegration Support	45,440	59,057
Vocational Training Materials	11,999	50,907
Job Placement Support	13,360	77,949
Micro-Enterprise Support	31,804	31,756
ChildSafe Materials	23,669	24,198
Foster Care Families	50,871	57,254
Staff Uniforms	1,886	6,971
ChildSafe Experience Activities	2,366	8,370
Other Activity Costs	348	7,432
Independent Living <i>[new account]</i>	13,150	N/A
Beneficiary Transport <i>[new account]</i>	5,484	N/A
Beneficiary Trainings / Meetings <i>[new account]</i>	39,068	N/A
Community Event Costs <i>[new account]</i>	7,293	N/A
	688,328	704,019
EQUIPMENT/ASSETS		
IT/Computers	29,688	25,401
Vehicles	3,190	10,681
Furniture/Fittings	5,617	8,162
Vocational Training Equipment	775	19,249
Construction & Building Works	834	139,180
Miscellaneous	4,173	13,065
	44,276	215,738
INDIRECT COSTS		
Communications	41,030	46,325
Transport / Gasoline / Maintenance	58,566	79,377
Maintenance / Renovations	37,048	71,935
Office Supplies	29,111	57,478
Rent	155,304	222,368
Utilities	64,261	115,402
External Audits	36,508	35,293
Vehicle / Building Insurance	15,661	12,308
Advertising / Marketing	7,213	41,277
Fundraising Costs	1,253	7,501
Miscellaneous	43,922	65,518
	489,877	754,781

Vocational Training
Materials

↓ 76%

Job Placement
Support

↓ 83%

Micro-Enterprise
Support

↔ 0%

Equipment / Assets
/ Infrastructure
investment

↓ 79%

Maintenance

↓ 48%

Office Supplies

↓ 49%

Rent & Utilities

↓ 35%

Advertising /
Marketing

↓ 83%

EXPENSES	2020 (US\$)	2019 (US\$)
TRAVEL & TRAINING		
Travel Costs	31,028	98,873
Staff Training	659	7,434
Workshops / Research / Assessments	29,658	68,001
Board Meetings / Conferences	199	9,403
Exchanges / Exposure Trips	2,578	N/A
	64,121	183,710
OTHER INCOME GENERATION COSTS		
Cost of Income Generation	289,739	848,704
Outlet Supplies	15,370	52,238
Staff Food costs	19,428	72,298
Training Uniforms	2,701	12,294
Miscellaneous	309	1,806
	327,547	987,340
CHILDSAFE ALLIANCE- SUB-GRANTS		
Damnok Toek	88,316	40,090
Komar Rikreay	64,659	21,191
M'lop Tapang	72,585	63,543
Samathapheap Khnom Organisation	56,441	23,312
Transcultural Psychosocial Organisation	34,482	26,700
Cambodia Children's Trust	40,695	9,684
Krousar Thmey	31,125	22,979
Children's Future International	51,137	29,287
Korsang	96,626	77,089
Creative Generation	1,623	10,380
Appren (Laos)	0	6,252
Plastic Commune	0	6,400
Bahay Tuluyan (Philippines)	13,817	6,222
LinkAge (Myanmar)	0	12,000
Experience Baraka (Jordan)	9,060	0
	560,565	355,129
TOTAL EXPENSES	5,244,337	6,811,934
NET INCOME	1,716,989	666,974
Retained funds b/f	5,440,385	4,767,905
Restated (exchange rate differences)	5,447,870	4,773,411
EQUITY	7,164,859	5,440,385

Travel Costs
↓ 69%

Training
Business
Costs
↓ 67%

Sub-Grant
to Partners
↑ 58%

Total
Expenses
↓ 23%

Consolidated Financial Statements

Statement of Financial Position

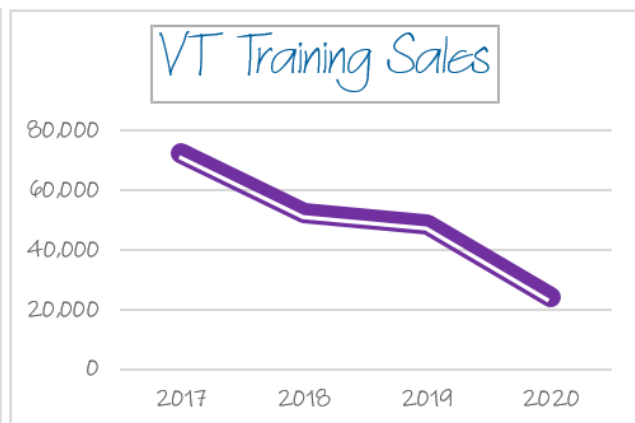
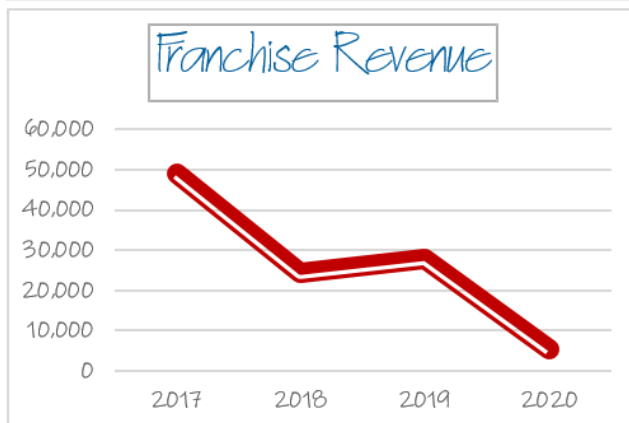
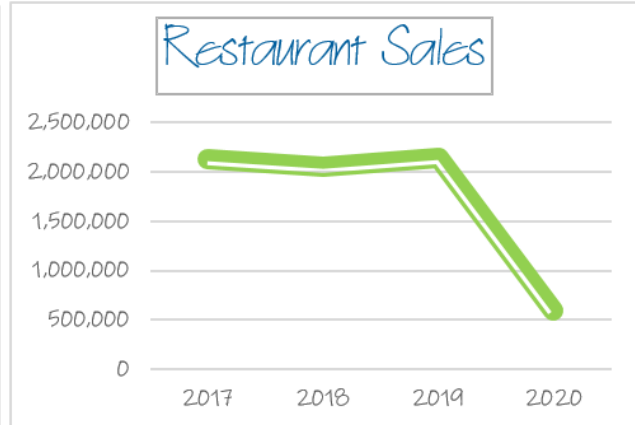
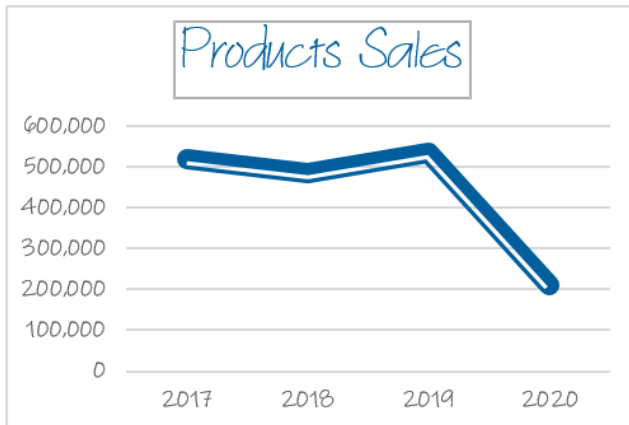
as at 31 Dec 2020

Friends Alliance

ASSETS	2020 (US\$)	2019 (US\$)
Non-Current Assets		
Land & Buildings	2,826,900	2,826,900
Current Assets		
Cash & Bank	4,386,591	2,362,702
Project Advances	5,094	3,174
Sub-Grant Advances	21,554	153,644
Prepayments	14,021	28,088
Accounts Receivable		
Accounts Receivables	83,614	78,393
Health Insurance	7,296	8,714
Guarantee Deposit	23,992	29,495
TOTAL ASSETS	7,369,060	5,491,110
LIABILITIES		
Current Liabilities		
Accounts Payables	25,866	24,786
Income Tax Payable	9,122	9,970
Withholding Tax	1,316	1,716
Social Security Payable	2,555	692
Deferred Income	165,343	13,562
TOTAL LIABILITIES	204,201	50,726
EQUITY	7,164,859	5,440,384

Training Business Results

The 2020 Revenue Decline



The Training Restaurants⁴

March 2020 saw the closure of 3 flagship TREE vocational training restaurants due to COVID-19, the subsequent border closures, and resulting lack of tourism upon which these restaurants rely on for their effective training and operational costs;

1. Friends the Restaurant opened in 2001, in Phnom Penh.
2. Romdeng opened in 2006, in Phnom Penh.
3. Marum opened in 2012 in Siem Reap.

Of the \$607K restaurant sales made in 2020, an enormous 94% (\$569,477) was generated between 1 Jan to 22 Mar, before the closure date. Between April and June, all eateries remained closed. From July to December, the

Let's Eat group, catering to local clientele re-opened with significant adaptations, and generated a modest \$33K.

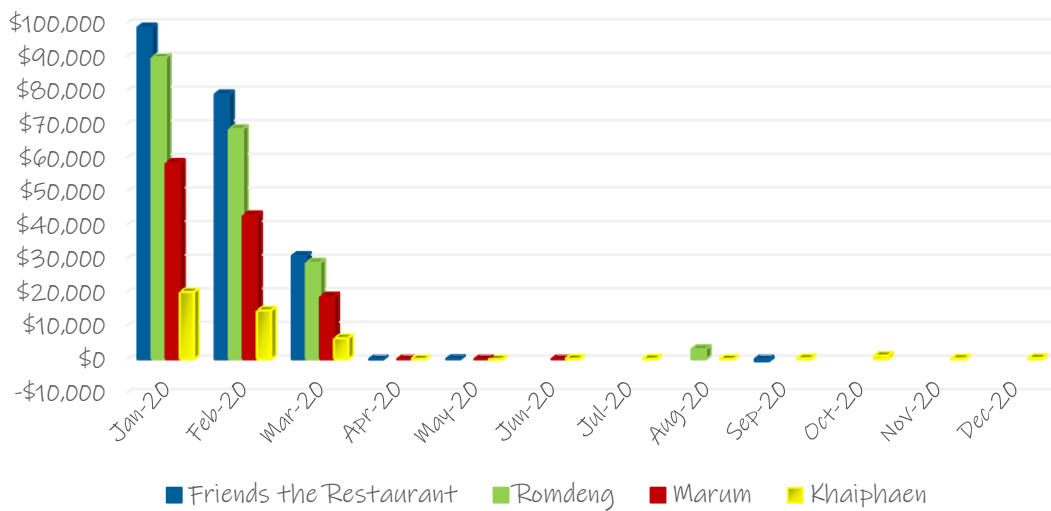
The Cambodian-based flagship restaurants all made losses, due to the cost of closures (staff redundancies in particular). Khaiphaen in Luang Prabang was only able to remain open due to receiving donor support of \$35K. The Let's Eat group were able to re-open with the support of donor funding only, amounting to more than \$110K collectively.

The unprecedented collective loss of all the restaurants amounted to \$47,860. The losses were absorbed by each restaurant's own savings.

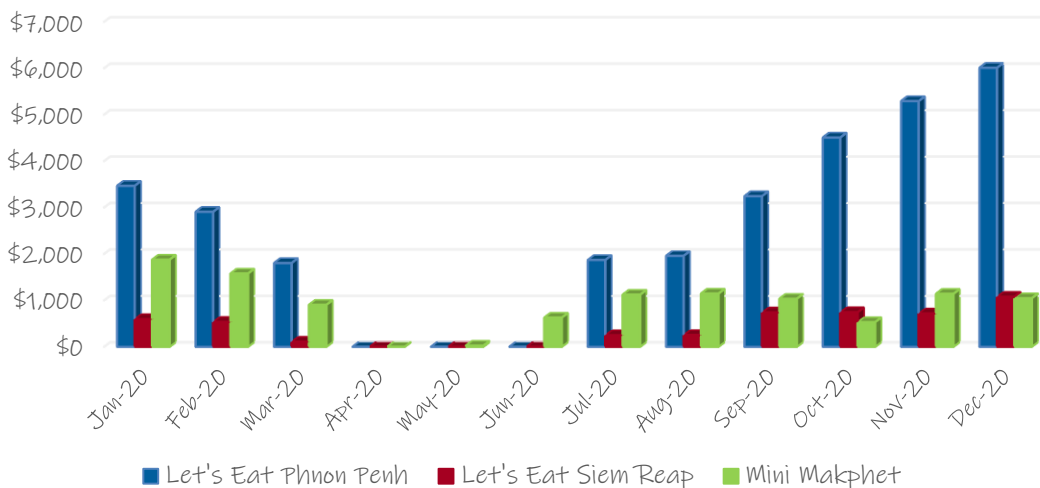
⁴ Includes the franchised TREE restaurants training youth and catering to tourists, and the Let's Eat Group training caregivers and catering to local clientele.

RESTAURANTS	CLOSED								Consolidated TREE 2020	Consolidated TREE 2019
	TREE	Friends (Phnom Penh)	Romdeng (Phnom Penh)	Marum (Siem Reap)	Khaiphaen (Luang Prabang)	Mini-Makphet (Vientiane)	Let's Eat! (Siem Reap)	Let's Eat! (Phnom Penh)		
REVENUE										
Franchise Revenues	52,189	0	0	0	0	0	0	0	5,373	27,960
Restaurant Income	0	207,093	186,091	119,616	41,717	11,025	5,018	31,004	601,563	2,133,996
Other Income	0	496	3,855	267	844	0	6	52	5,521	7,327
Total Revenues	52,189	207,589	189,947	119,882	42,561	11,025	5,024	31,056	612,457	2,169,283
EXPENSES										
Cost of Sales	0	63,983	60,368	41,359	12,826	1,519	561	6,807	187,423	688,474
Personnel	20,078	124,519	125,509	72,050	6,704	0	0	0	348,860	753,985
Running Costs	1,121	26,453	49,202	28,630	14,980	127	537	213	121,262	390,511
Travel Costs	639	0	0	0	0	0	0	0	639	8,245
Equipment	0	1,262	0	120	753	0	0	0	2,134	16,007
Franchise Fee	0	17,560	15,710	10,102	3,443	0	0	0	0	0
Total Expenses	21,838	233,777	250,789	152,261	38,706	1,645	1,098	7,020	660,318	1,857,223
SURPLUS / LOSS	30,352	-26,188	-60,842	-32,379	3,855	9,379	3,926	24,036	-47,860	312,061

The Dissolution of the TREE Restaurants



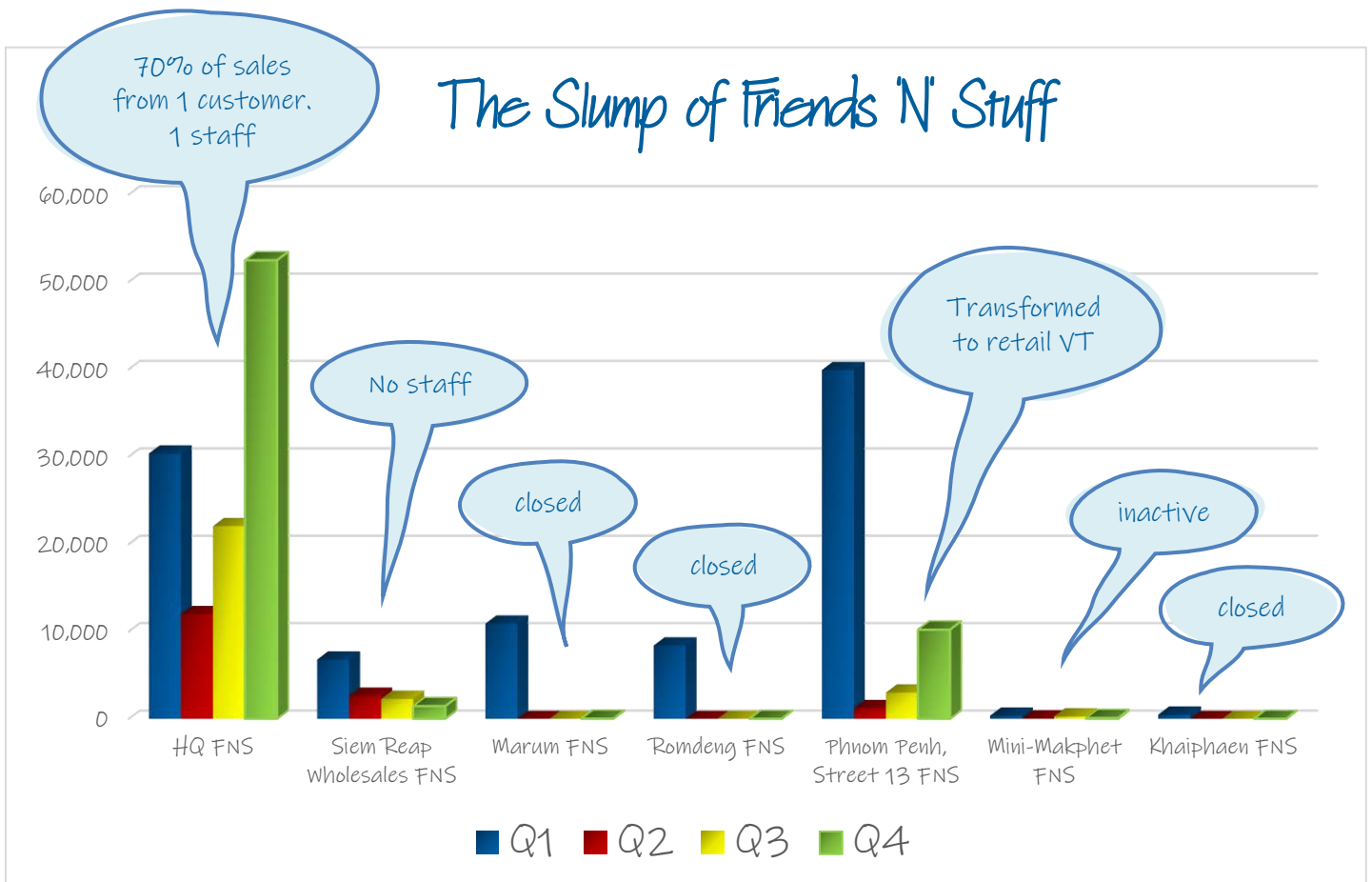
The Resurgence of the Let's Eat Group



Friends 'N' Stuff

Despite the drop in sales by 52%, the collective FNS brand managed to turn around the 2019 loss to a humble profit, even though 3 locations made individual losses. 3 FNS outlets attached to TREE restaurants also faced closures. The remaining FNS outlets operated with reduced or no staff. The HQ FNS sales coordination survived due to 1 key customer from whom \$81K was generated in sales, which benefited FNS in Phnom Penh through internal wholesale orders. FNS in Phnom Penh also transformed into the first retail / sales vocational training of Friends.

FRIENDS 'N' STUFF	FNS in Laos	FNS in Siem Reap	FNS in Phnom Penh	FNS in HQ	Consolidated FNS 2020	Consolidated FNS 2019
REVENUE						
Product Income	2,082	23,977	162,597	115,377	210,419	442,468
Other income	0	64	4,995	1,469	6,528	7,512
Total Revenues	2,082	24,041	167,592	116,846	216,947	449,981
EXPENSES						
Cost of Sales	347	7,004	88,532	85,052	87,322	173,574
Personnel	0	20,676	53,814	29,476	103,966	229,609
Running Costs	6,104	2,711	9,035	4,217	22,067	50,838
Equipment	0	0	75	289	364	6,035
Total Expenses	6,451	30,391	151,457	119,034	213,718	460,056
SURPLUS / LOSS	-4,369	-6,350	16,135	-2,188	3,229	-10,075



Vocational Trainings


All vocational trainings closed doors for 3 months at minimum to comply with government-mandated closures of all educational centres.

Vientiane motorbike mechanics was wholly supported with donor funding for all teacher salaries and running costs amounting to \$12K*.

In Siem Reap, the vocational trainings received \$23K* in donor support: \$8,600 for motorbike mechanics, \$10,400 for beauty salon, and \$3,700 for barber.

In Phnom Penh, all vocational trainings received financial support of \$57K* from donors, of which \$13,500 alone was just for Nailbar and Beauty, which have the highest running costs. Cooking and sewing vocational trainings were closed as they merged with Let's Eat and the FNS production centre.

**The donor supported amounts do not include the costs of social services and core support to the students in vocational trainings (food, housing, medical, hygiene, etc). These amounts are significantly higher. The amounts stated above refer to teacher salaries, workshop rent, utilities, and purchase of materials in the trainings.*

	Vientiane	Siem Reap			Phnom Penh								2020 TOTAL	2019 TOTAL
	Mechanics	Beauty	Mechanics	Barber	Electricity	Nailbar	Beauty	Cooking	Barber	Mechanics	Sewing	Welding		
REVENUE														
Training Income	1,901	2,329	2,875	103	2,895	2,794	1,739	0	805	3,307	500	6,202	19,249	55,161
Total Revenues	1,901	2,329	2,875	103	2,895	2,794	1,739	0	805	3,307	500	6,202	19,249	55,161
EXPENSES														
Cost of Sales	0	0	1,121	0	1,543	352	138	0	34	2,198	0	5,438	5,386	28,247
Personnel	0	244	0	0	0	1,192	63	108	25	307	0	0	1,939	10,428
Running Costs	0	15	0	0	182	662	629	0	442	34	0	35	1,964	6,413
Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	1,740
Total Expenses	0	259	1,121	0	1,725	2,207	830	108	501	2,538	0	5,473	9,289	46,827
SURPLUS	1,901	2,071	1,754	103	1,170	588	910	-108	305	768	500	729	9,960	8,334

Consolidated Training Businesses

Income Statement for the year ended 31 Dec 2020 Friends Alliance

	2020	2019	↑↓ US\$	↑↓ %
REVENUES				
Product Sales	209,994	411,071	-201,077	-49%
Franchise Revenues	5,373	27,960	-22,587	-81%
Restaurant Sales	601,563	2,133,996	-1,532,433	-72%
Training Centre Sales	24,394	48,635	-24,241	-50%
Other income (non-sales)	12,049	14,841	-2,792	-19%
Total Revenues	853,373	2,636,503	-1,783,130	-68%
EXPENSES				
Cost of Sales	285,569	861,491	-575,922	-67%
Personnel	454,842	994,023	-539,181	-54%
Running Costs	143,846	441,865	-298,019	-67%
Travel Costs	927	8,967	-8,040	-90%
Equipment	2,209	20,257	-18,048	-89%
Total Expenses	887,392	2,326,603	-1,439,211	-62%
NET PROFIT / LOSS	-34,020	309,900	-343,920	-111%
Program Support	-51,478	-240,886	189,408	-79%
Opening Balance	846,245	777,798	N/A	N/A
Opening Balance restated	845,550	777,231	N/A	N/A
NET FUND BALANCE	760,052	846,245	-86,192	-10%

As a non-profit organisation, Friends does not have shareholders, nor does it distribute dividends. The primary purpose of its training activities is education, vocational training and employment opportunities for young people and caregivers in a customer-facing environment, enhancing the training provided. Supplementary income generated by the training activities supports Friends' mission by reducing funding gaps in subsequent years.

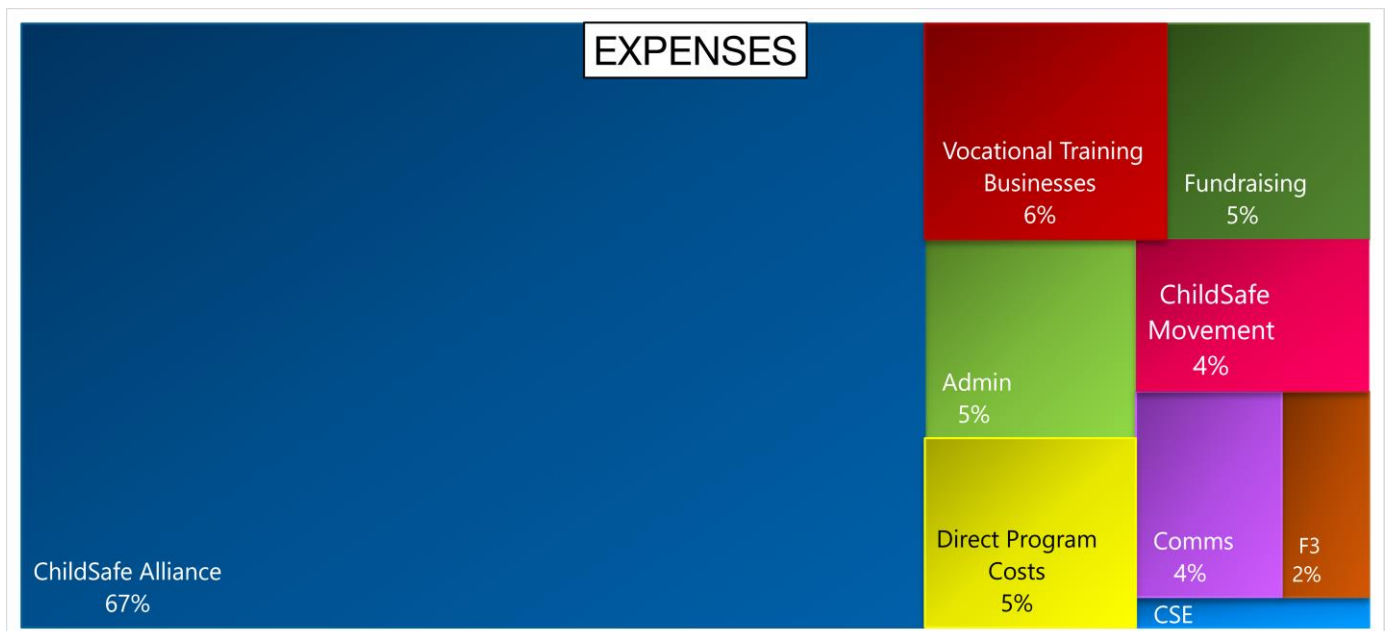
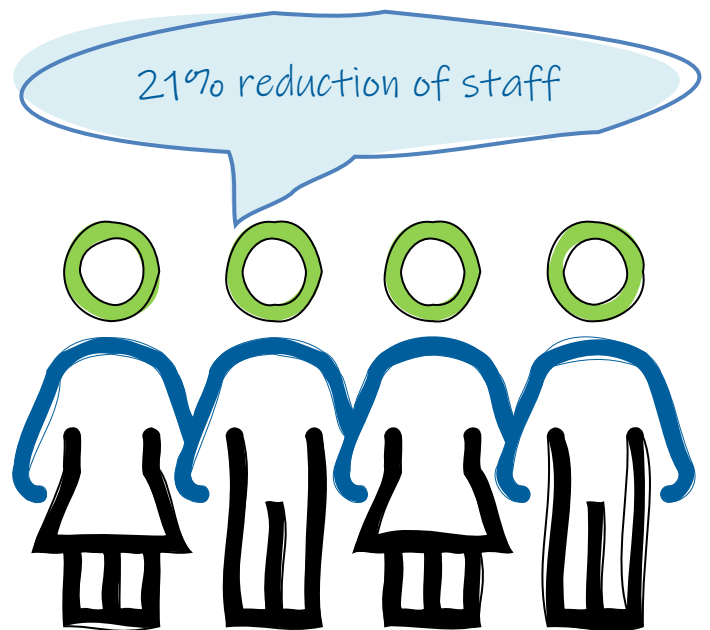
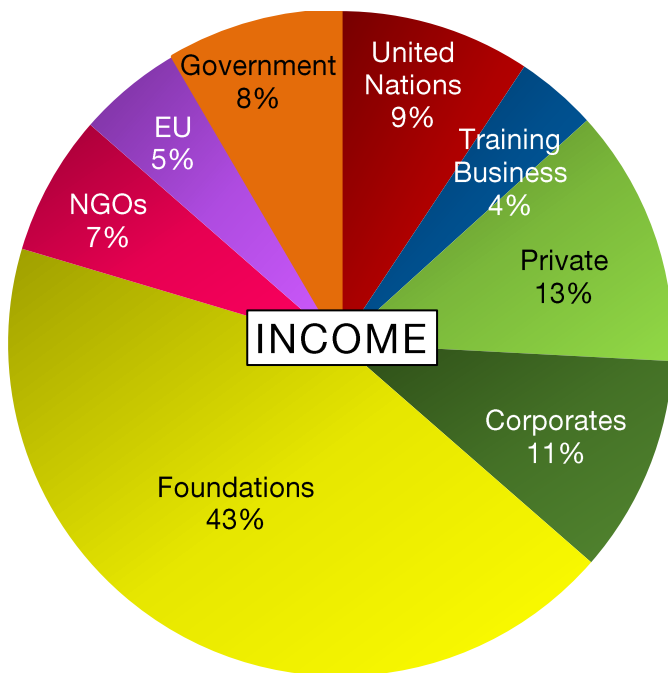
Financial Sustainability

Financial sustainability is the degree to which Training Business Income generated is able to absorb the costs of social services, which is a strategic objective for Friends; to meet the needs of our beneficiaries in the long-term. 2020 has seen a significant decline in Friends' financial sustainability across all Friends programs, and an increased reliance on financial support from donors.

Ratio Type	Explanation	HQ		Mith Samlanh		Siem Reap		Lao PDR		Thailand		Indonesia		Myanmar	Suisse	Total	
		2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2020	2020	2019
Standard Sustainability Sales Revenue Total Expenses	<i>Sales revenue available as a percentage of total expenditure</i>	5%	17%	32%	62%	21%	50%	12%	26%	0%	0%	0%	0%	0%	0%	16%	39%
Social Business Sustainability Sales Revenue Business Expenses	<i>The sustainability of the collective businesses</i>	120%	127%	94%	113%	83%	97%	123%	109%	0%	0%	0%	0%	0%	0%	96%	113%
Social Program Sustainability Business Net Profit Program Expenses	<i>Business net profits available to support the social services (programmatic) expenditures</i>	1%	4%	-3%	16%	-6%	-3%	2%	3%	0%	0%	0%	0%	0%	0%	-1%	7%
Donor Dependency 100% - Social Program Sustainability	<i>Friends' dependency rate on funding sources other than its social businesses</i>	99%	96%	103%	84%	106%	103%	98%	97%	100%	100%	100%	100%	100%	100%	101%	93%
		\$3.1m	\$2.2m	\$1.3m	\$1.1m	\$570K	\$574K	\$428K	\$516K	\$401K	\$419K	\$136K	\$199K	\$12K	\$134K	\$4.4m	\$4.2m

HQ & Friends Phnom Penh

	2020	2019
Number of Staff (31 Dec)	56	71
Total Income (US\$)	4,261,267	3,313,335
Total Expenses (US\$)	3,294,265	2,688,235
Administrative Costs	5%	6%



Financial Statements

Income Statement

for the year ending 31 December 2020

Headquarters & Friends Phnom Penh, Cambodia

INCOME	2020 (US\$)	2019 (US\$)
Training Business Income	115,377	168,752
Donor Funding	3,582,620	2,555,477
<i>Earned Donor Funding</i>	2,775,979	2,085,081
<i>Unearned Donor Funding</i>	806,641	470,396
Private Donations	418,711	159,310
Consultancies	-16,124	58,386
Other Income	6,499	4,000
Internal Funding	101,995	89,282
Franchise Revenue	52,189	278,128
TOTAL INCOME	4,261,267	3,313,335
EXPENSES	2020 (US\$)	2019 (US\$)
PERSONNEL		
International Staff	470,789	656,714
National Staff	310,073	341,982
Health Insurance & Pensions	7,700	9,932
Consultancies/Professional fees	135,047	138,527
Severance / Indemnities	45,414	31,826
Miscellaneous	15,006	14,705
	984,030	1,193,687
DIRECT COSTS		
Harm Reduction Materials	65,820	60,970
ChildSafe Campaigns & Materials	12,300	3,695
Staff Uniforms	527	3,456
ChildSafe Experience Activities	2,366	8,370
Miscellaneous	10,759	11,008
	91,773	87,499
EQUIPMENT/ASSETS		
IT/Computers	7,757	9,799
Furniture/Fittings	2,988	1,355
Construction & Building Works	834	139,180
Miscellaneous	490	16,027
	12,068	166,361
INDIRECT COSTS		
Communications	13,007	18,042
Transport/Gasoline	3,582	6,089
Maintenance/Renovations	6,086	3,471

EXPENSES	2020 (US\$)	2019 (US\$)
Office Supplies	4,843	8,475
Rent & Utilities	25,941	26,842
External Audits	10,710	7,200
Advertising/Marketing	1,809	18,856
Fundraising Costs	1,178	7,501
Miscellaneous	14,012	16,780
	81,169	113,257
TRAVEL & TRAINING		
Travel Costs	12,889	42,800
Staff Training	456	978
Workshops/ Research/Assessments	18,240	11,055
Board Meetings/ Conferences	0	7,216
Exchanges / Exposure Trips	2,578	0
	34,162	62,049
OTHER INCOME GENERATION COSTS		
Cost of Income Generation	85,154	79,439
	85,154	79,439
PROGRAM SUPPORT		
Friends Laos	160,314	79,329
Friends Siem Reap	335,126	180,448
Friends Indonesia	15,189	0
Friends Thailand	106,213	7,243
Mith Samlanh (Cambodia)	801,519	376,267
Friends Myanmar	13,748	12,000
Friends Switzerland	27,053	0
	1,459,162	655,288
CHILDSAFE ALLIANCE - SUB-GRANTS		
Damnok Toek	88,316	40,090
Komar Rikreay	64,659	21,191
M'lop Tapang	72,585	63,543
Samathapheap Khnom Organisation	56,441	23,312
Transcultural Psychosocial Organisation	34,482	26,700
Cambodia Children's Trust	40,695	9,684
Krousar Thmey	31,125	22,979
Children's Future International	51,137	29,287
Korsang	96,626	77,089
Creative Generation	1,623	10,380
Plastic Commune	0	6,400
Experience Baraka (Jordon)	9,060	0
	546,748	330,655
TOTAL EXPENSES	3,294,265	2,688,235
NET INCOME	967,002	625,100
Retained funds b/f	1,409,424	784,324
EQUITY	2,376,426	1,409,424

Statement of Financial Position

as at 31 Dec 2020

Headquarters & Friends Phnom Penh, Cambodia

CURRENT ASSETS		2020 (US\$)	2019 (US\$)
Current Assets			
Cash & Bank		2,470,983	1,082,475
Project Advances		278	2,671
Sub-Grant Advances		28,138	229,919
Accounts Receivable			
Funding Receivables		17,646	38,368
Training Receivables		6,801	69,679
Health Insurance		3,802	3,127
Guarantee Deposit		1,050	1,050
Miscellaneous		35,465	29,999
TOTAL ASSETS		2,564,163	1,457,287
LIABILITIES			
Current Liabilities			
Funding Payables		30,787	16,473
Tax Payable		5,036	6,136
Miscellaneous		896	10,834
Withholding Tax		1,018	858
Deferred Income		150,000	13,562
TOTAL LIABILITIES		187,737	47,864
EQUITY		2,376,426	1,409,424

Statement of Changes in Equity

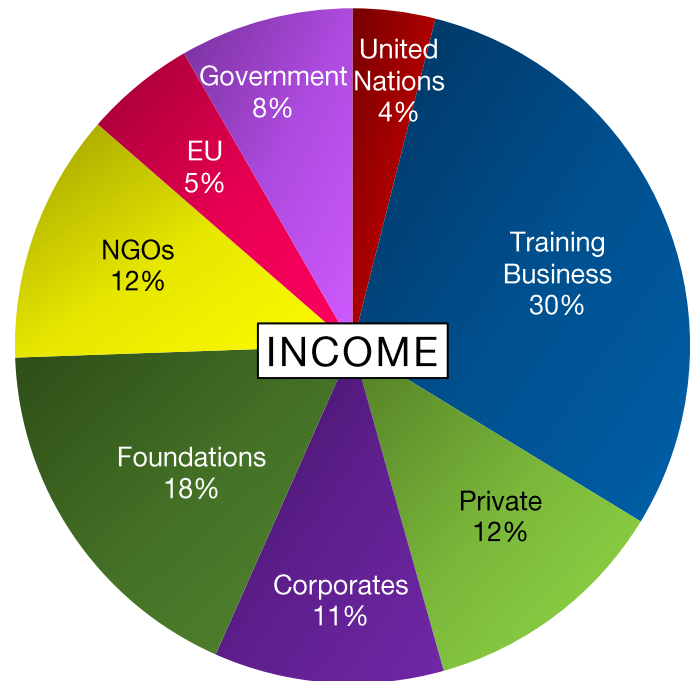
as at 31 Dec 2020
Headquarters & Friends Phnom Penh, Cambodia

#	FUND ACCOUNT	TYPE	OPENING	INCOME	EXPENSES	CLOSING
1	Friends N Stuff	<i>Training & Employment</i>	-160,467	116,846	119,034	-162,655
2	TREE Alliance	<i>Training & Employment</i>	261,336	52,189	21,838	291,688
3	Sipar NGO	<i>Consultancy</i>	0	2,200	10	2,190
4	UNICEF Vietnam	<i>Consultancy</i>	29,005	-23,741	5,264	0
5	Arab Gulf Programme for Development	<i>Donor Funding</i>	0	69,920	28,785	41,135
6	Credit Suisse APAC Foundation Limited	<i>Donor Funding</i>	0	300,000	220,839	79,161
7	CW Asia Fund Charitable Foundation	<i>Donor Funding</i>	8,000	0	2,415	5,585
8	ECPAT Luxembourg	<i>Donor Funding</i>	0	208,288	188,732	19,556
9	Epic Foundation	<i>Donor Funding</i>	3,980	292,416	28,150	268,247
10	EU / Save The Children	<i>Donor Funding</i>	66,938	219,058	257,814	28,182
11	EXO Foundation	<i>Donor Funding</i>	596	0	89	507
12	Fondation Junclair	<i>Donor Funding</i>	0	32,629	32,629	0
13	Fondation Pierre Bellon	<i>Donor Funding</i>	0	176,042	154,940	21,102
14	Fossil Foundation	<i>Donor Funding</i>	3,797	10,000	9,101	4,696
15	If International Foundation	<i>Donor Funding</i>	0	44,940	44,940	0
16	Kwok Foundation	<i>Donor Funding</i>	0	449,975	221,732	228,243
17	Mith Samlanh	<i>Donor Funding</i>	15,178	80,560	46,233	49,506
18	NCHADS / GFATM	<i>Donor Funding</i>	35,000	358,883	377,964	15,918

#	FUND ACCOUNT	TYPE	OPENING	INCOME	EXPENSES	CLOSING
19	Orr Family Foundation	<i>Donor Funding</i>	0	25,000	0	25,000
20	Partners for Equity (DAK Foundation)	<i>Donor Funding</i>	49,969	49,969	17,252	82,686
21	The Cold Mountain Fund of RSF Social Finance	<i>Donor Funding</i>	150,000	0	150,000	0
22	Shiseido Travel Retail Asia Pacific Pte. Ltd	<i>Donor Funding</i>	0	97,904	97,904	0
23	Smart Axiata Co. Ltd	<i>Donor Funding</i>	0	28,700	28,700	0
24	Solidarity Accor Hotels	<i>Donor Funding</i>	0	10,652	10,652	0
25	The Intrepid Foundation	<i>Donor Funding</i>	0	13,562	13,562	0
26	UNICEF Cambodia	<i>Donor Funding</i>	244,435	420,825	659,641	5,618
27	WISE Sarl (Fondation NEXT)	<i>Donor Funding</i>	76,905	159,975	180,246	56,634
28	WISE Sarl (Ganesha Foundation)	<i>Donor Funding</i>	48,519		2,348	46,171
29	World Childhood Foundation	<i>Donor Funding</i>	-1,098	1,098	0	0
30	Allan Gordon Murray Jones	<i>Private Donations</i>	0	7,250	0	7,250
31	Friends Deutschland	<i>Private Donations</i>	0	31,893	12,759	19,134
32	Anonymous Hong Kong Donor	<i>Private Donations</i>	0	150,000	150,000	0
33	Moodie Davitt Report	<i>Private Donations</i>	248,461	0	150,061	98,400
34	Semester at Sea Chapman Impact Fund	<i>Private Donations</i>	11,160	0	5,930	5,230
35	Skoll Foundation	<i>Private Donations</i>	0	528,475	0	528,475
36	Teresa Orr	<i>Private Donations</i>	5,196	500	5,696	0
37	FI HQ Reserves	<i>Reserves</i>	312,514	345,260	49,008	608,765
			1,409,424	4,261,267	3,294,265	2,376,426

Mith Samlanh

	2020	2019
Number of Staff (31 Dec)	136	212
Total Income (US\$)	1,969,731	3,063,656
Total Expenses (US\$)	1,907,560	2,929,490
Administrative Costs	5%	3%



Financial Statements

Income Statement

for the year ended 31 Dec 2020

Mith Samlanh, Phnom Penh, Cambodia

INCOME	2020 (US\$)	2019 (US\$)
Training Business Income	592,989	1,787,089
Donor Funding	1,164,328	1,209,486
<i>Earned Donor Funding</i>	<i>1,139,177</i>	<i>1,130,351</i>
<i>Unearned Donor Funding</i>	<i>25,151</i>	<i>79,135</i>
Private Donations	198,857	54,598
Consultancies	0	803
Other Income	13,557	11,679
TOTAL INCOME	1,969,731	3,063,656
EXPENSES	2020 (US\$)	2019 (US\$)
PERSONNEL		
National Staff	931,662	1,177,150
Health Insurance	22,365	31,178
Consultancies/Professional fees	91,225	173,399
Severance / Indemnities	122,220	50,210
Miscellaneous	6,443	6,592
	1,173,915	1,438,528
DIRECT COSTS		
Hygiene Costs	17,493	4,057
Medical Costs	15,380	17,889
IEC Materials	3,408	1,031
Clothing for Beneficiaries	1,177	410
Non-Formal Education materials	7,091	15,715
Food/Drink for Beneficiaries	45,330	73,564
Family Support	50,492	14,036
Harm Reduction Materials	3,537	3,978
Centre Supplies	5,158	12,190
Other Activity Costs	0	1,200
Family Reintegration Travel	4,668	6,608
Recreational Activity Support	1,212	3,250
Outreach Materials	3,057	621
School Reintegration Support	13,800	24,657
Vocational Training Materials	3,347	31,912
Job Placement Support	5,602	33,507
Micro-Enterprise Support	18,169	9,382
Foster Care Families	31,508	38,716
Staff Uniforms	1,359	2,207

EXPENSES	2020 (US\$)	2019 (US\$)
Independent Living	7,605	0
Beneficiary Trainings / Meetings	30,281	0
	269,673	294,930
EQUIPMENT/ASSETS		
IT/Computers	6,636	4,974
Vehicles	3,190	2,700
Furniture/Fittings	640	2,134
Vocational Training Equipment	775	11,529
Miscellaneous	2,229	3,187
	13,470	24,524
INDIRECT COSTS		
Communications	14,128	13,658
Transport/Gasoline	23,174	38,026
Maintenance/Renovations	23,353	40,655
Office Supplies	15,529	39,336
Rent & Utilities	84,210	142,174
External Audits	4,180	8,195
Advertising/Marketing	3,014	12,215
Miscellaneous	18,422	27,099
	186,010	321,357
TRAVEL & TRAINING		
Staff Training	325	1,849
	325	1,849
OTHER INCOME GENERATION COSTS		
Cost of Income Generation	218,809	616,657
Outlet Supplies	3,206	10,353
Franchise Fees	33,270	189,029
Staff Food costs	8,882	31,885
Training Uniforms	0	376
	264,167	848,301
TOTAL EXPENSES	1,907,560	2,929,490
NET INCOME	62,171	134,165
Retained funds b/f	3,648,557	3,514,391
EQUITY	3,710,727	3,648,557

Statement of Financial Position

as at 31 Dec 2020
Mith Samlanh, Phnom Penh, Cambodia

NON-CURRENT ASSETS		2020 (US\$)	2019 (US\$)
	Land & Buildings	2,826,900	2,826,900
CURRENT ASSETS			
Current Assets			
	Cash & Bank	881,748	820,514
	Prepayments	25	108
Accounts Receivable			
	Funding Receivables	1,674	1,129
	Training Business Receivables	11,133	24,516
	Staff Loans	0	505
	Guarantee Deposit	3,095	3,539
	Miscellaneous	3,998	5,983
TOTAL ASSETS		3,728,573	3,683,195
LIABILITIES			
Current Liabilities			
	Funding Payables	0	37
	Training Business Payables	0	1,828
	Tax Payable	2,577	2,944
	Miscellaneous	15,269	29,830
TOTAL LIABILITIES		17,846	34,639
EQUITY		3,710,727	3,648,557

Statement of Changes in Equity

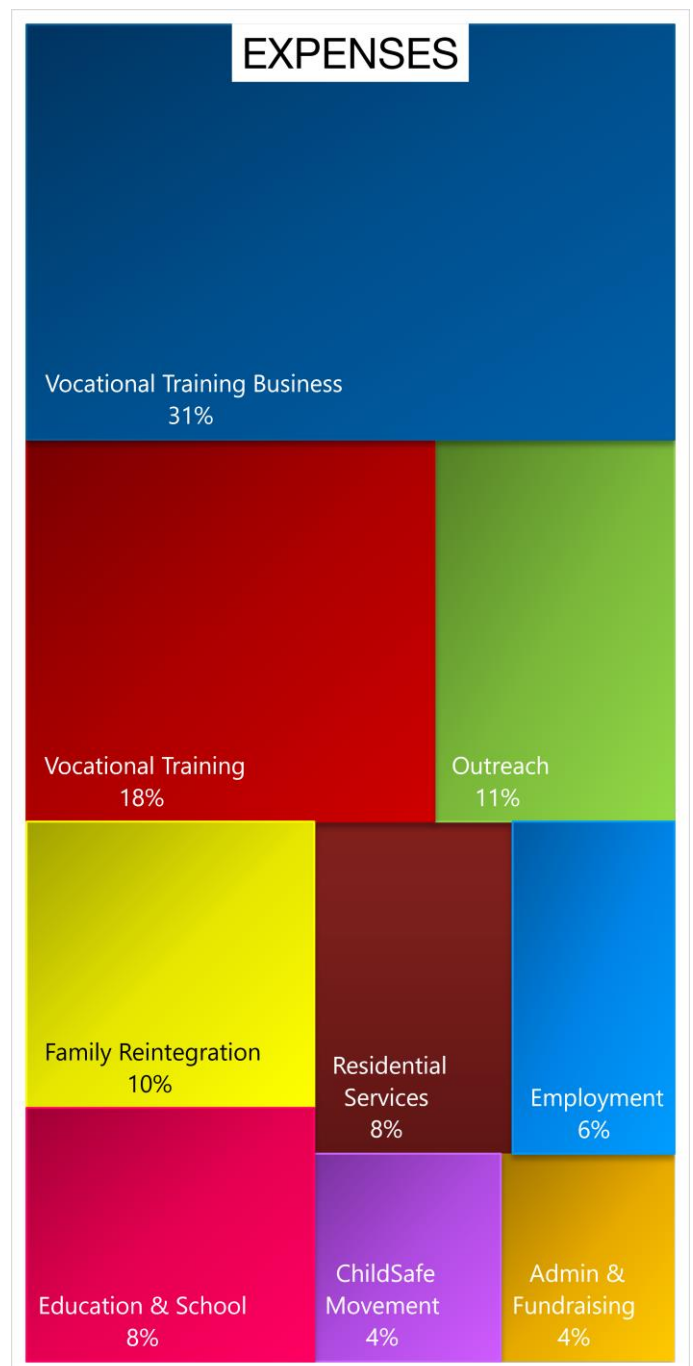
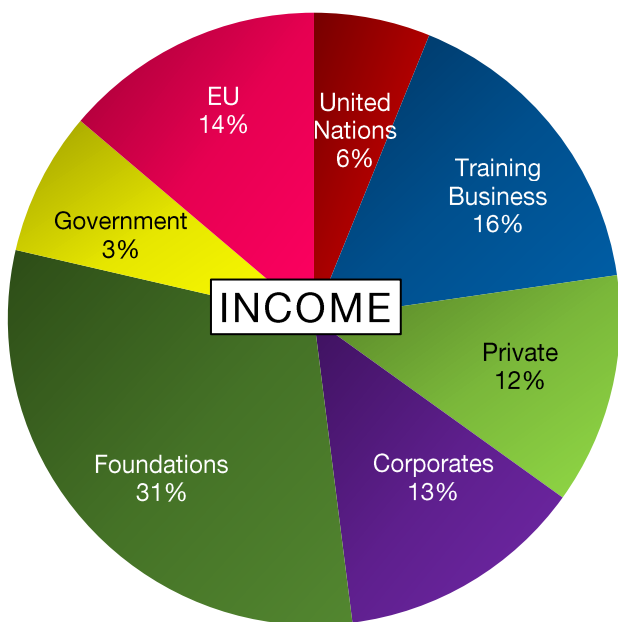
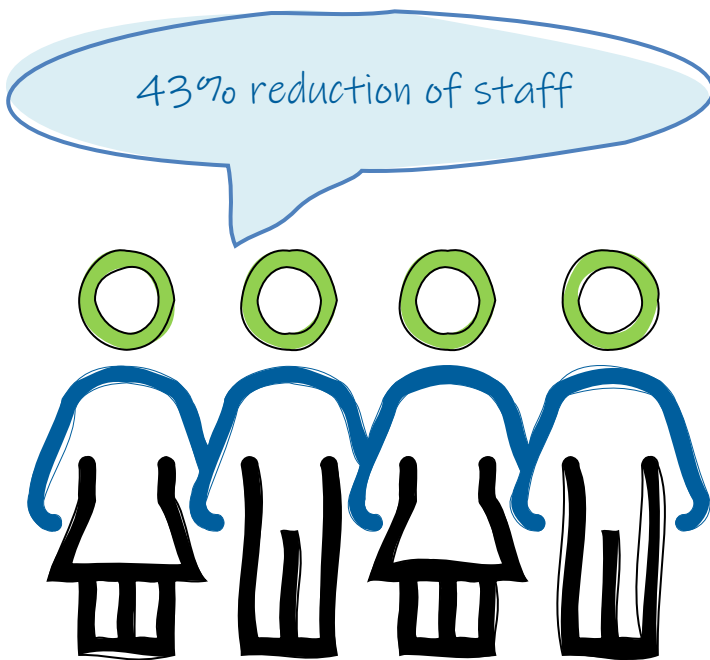
as at 31 Dec 2020
Mith Samlanh, Phnom Penh, Cambodia

#	FUND ACCOUNT	TYPE	OPENING	INCOME	EXPENSES	CLOSING
1	Best of Friends Cookbook	<i>Training & Employment</i>	6,565	801	8	7,358
2	Friends N Stuff Romdeng	<i>Training & Employment</i>	7,801	8,384	15,046	1,138
3	Friends N Stuff St.13	<i>Training & Employment</i>	149,490	57,811	38,100	169,202
4	Friends the Restaurant Vocational Training	<i>Training & Employment</i>	255,716	207,589	232,762	230,543
5	Home Based Production Training	<i>Training & Employment</i>	-15,673	92,021	90,074	-13,726
6	Let's Eat Vocational Training	<i>Training & Employment</i>	3,870	31,056	7,001	27,925
7	Romdeng Restaurant Vocational Training	<i>Training & Employment</i>	226,520	189,947	250,626	165,840
8	Vocational Training Centre	<i>Training & Employment</i>	4,908	14,778	10,768	8,918
9	Cambodian Children Support Foundation	<i>Donor Funding</i>	4,094	0	4,094	0
10	Caritas Switzerland	<i>Donor Funding</i>	0	9,000	2,138	6,862
11	DanChurchAid	<i>Donor Funding</i>	0	101,157	101,157	0
12	DanChurchAid - COVID support	<i>Donor Funding</i>	0	14,552	14,552	0
13	FI / Ami(e)s / Mécénat Servier	<i>Donor Funding</i>	33,842	-393	15,247	18,202
14	FI / Credit Suisse APAC Foundation Limited	<i>Donor Funding</i>	0	69,656	22,476	47,180
15	FI / ECPAT Luxembourg	<i>Donor Funding</i>	0	101,455	63,231	38,224
16	FI / Fondation Pierre Bellon	<i>Donor Funding</i>	0	70,417	25,440	44,977
17	FI / Fossil Foundation	<i>Donor Funding</i>	44,703	100,000	69,303	75,400
18	FI / If Foundation	<i>Donor Funding</i>	51,946	12,500	64,446	0
19	FI / Intrepid Foundation	<i>Donor Funding</i>	23,208	13,562	36,770	0
20	FI / NCHADS / GFATM	<i>Donor Funding</i>	2,843	169,173	165,432	6,584
21	FI / Shiseido Travel Retail Asia Pacific Pte. Ltd.	<i>Donor Funding</i>	0	97,904	36,345	61,559

#	FUND ACCOUNT	TYPE	OPENING	INCOME	EXPENSES	CLOSING
22	FI / Smart Axiata Co. LTD	<i>Donor Funding</i>	0	9,814	9,814	0
23	FI / Solidarity Accor Hotels	<i>Donor Funding</i>	-16,620	31,829	12,735	2,474
24	FI / UNICEF Cambodia	<i>Donor Funding</i>	21,474	80,111	101,585	0
25	FI / Wise Sarl / Fondation NEXT	<i>Donor Funding</i>	13,583	69,800	36,126	47,257
26	Fondation Juniclair	<i>Donor Funding</i>	163,563	56,288	158,893	60,958
27	Gisela Stichting	<i>Donor Funding</i>	4,421	42,000	44,992	1,429
28	Riverview Children's Foundation	<i>Donor Funding</i>	1,905	9,865	8,793	2,977
29	Save the Children International / EU	<i>Donor Funding</i>	20,609	107,068	137,216	-9,538
30	Sipar/AFD	<i>Donor Funding</i>	687	15,775	12,488	3,974
31	The Australian Embassy (DFAT-Aid)	<i>Donor Funding</i>	748	-748	0	0
32	FI / Anonymous via Dragonfly Asia-Pacific Limited	<i>Private Donation</i>	0	52,400	2,106	50,294
33	FI / Marketing de Réseau Solution [Bertrand Kervella]	<i>Private Donation</i>	0	2,159	2,159	0
34	FI / D Thomson Sargent	<i>Private Donation</i>	0	10,000	9,336	664
35	FI / Friends Deutschland	<i>Private Donation</i>	2,618	10,389	5,912	7,096
36	FI / Anonymous Hong Kong Donor	<i>Private Donation</i>	0	48,762	7,205	41,557
37	FI / Jonathon Payson	<i>Private Donation</i>	0	5,000	4,141	859
38	FI / Teresa Orr	<i>Private Donation</i>	0	24,500	19,164	5,336
39	Gerald Trevor	<i>Private Donation</i>	0	8,640	8,640	0
40	Mith Samlanh Land & Reserves	<i>Reserves</i>	2,635,735	24,710	61,241	2,599,205
	TOTAL		3,648,557	1,969,731	1,907,560	3,710,727

Friends Siem Reap

	2020	2019
Number of Staff (31 Dec)	63	111
Total Income (US\$)	926,268	1,171,578
Total Expenses (US\$)	723,968	1,140,013
Administrative Costs	4%	3%



Financial Statements

Income Statement for the year ending 31 December 2020 Friends Siem Reap, Cambodia

INCOME	2020 (US\$)	2019 (US\$)
Training Business Income	149,118	559,922
Donor Funding	626,590	482,482
<i>Earned Donor Funding</i>	465,289	439,664
<i>Unearned Donor Funding</i>	161,301	42,818
Private Donations	147,353	12,288
Other Income	2,727	1,291
Internal Funding	480	115,595
TOTAL INCOME	926,268	1,171,578
EXPENSES	2020 (US\$)	2019 (US\$)
PERSONNEL		
International Staff	16,740	20,400
National Staff	314,428	476,368
Health Insurance & Pensions	10,055	15,632
Severance / Indemnities	41,180	23,545
Miscellaneous	6,120	7,489
	388,524	543,434
DIRECT COSTS		
Hygiene Costs	5,804	2,598
Medical Costs	2,199	1,704
IEC Materials	207	0
Clothing for Beneficiaries	18	430
Non-Formal Education materials	641	1,310
Food/Drink for Beneficiaries	16,692	38,399
Family Support	27,641	2,102
Centre Supplies	2,791	1,374
Other Activity Costs	40	2,871
Family Reintegration Travel	2,117	2,392
Recreational Activity Support	1,397	1,760
Outreach Materials	310	167
School Reintegration Support	15,736	15,147
Vocational Training Materials	2,512	3,394
Job Placement Support	1,523	2,755
Micro-Enterprise Support	4,627	11,912
ChildSafe Materials	3,030	4,794
Foster Care Families	17,979	11,878

EXPENSES	2020 (US\$)	2019 (US\$)
Independent Living	2,787	0
Beneficiary Transport	2,653	0
Beneficiary Trainings / Meetings	3,383	0
	114,087	104,987
EQUIPMENT/ASSETS		
IT/Computers	5,718	2,832
Vehicles	0	2,700
Furniture/Fittings	566	440
Miscellaneous	662	1,092
	6,946	7,064
INDIRECT COSTS		
Communications	3,834	4,774
Transport/Gasoline	7,731	14,451
Maintenance/Renovations	3,411	14,104
Office Supplies	2,284	2,500
Rent & Utilities	51,124	88,177
External Audits	6,060	6,388
Advertising/Marketing	1,762	6,451
Miscellaneous	6,443	10,303
	82,649	147,148
TRAVEL & TRAINING		
Travel Costs	219	2,572
Staff Training	169	1,606
Workshops/ Research/ Assessments	396	704
	784	4,882
OTHER INCOME GENERATION COSTS		
Cost of Income Generation	56,189	211,042
Outlet Supplies	7,731	30,890
Franchise Fees	10,102	46,740
Staff Food costs	5,303	20,076
Training Uniforms	1,703	7,049
Miscellaneous	0	301
	81,028	316,098
PROGRAM SUPPORT		
Headquarter Support Costs	49,950	16,401
	49,950	16,401
TOTAL EXPENSES	723,968	1,140,013
NET INCOME	202,300	31,565
Retained funds b/f	244,900	213,335
EQUITY	447,200	244,900

Statement of Financial Position

as at 31 Dec 2020
Friends Siem Reap, Cambodia

CURRENT ASSETS		2020 (US\$)	2019 (US\$)
Current Assets			
	Cash & Bank	431,221	222,020
	Project Advances	134	406
Accounts Receivable			
	Funding Receivables	1,674	1,640
	Training Receivables	2,339	14,055
	Staff Loans	0	240
	Guarantee Deposit	16,440	16,440
	Miscellaneous	475	375
TOTAL ASSETS		452,282	255,176
LIABILITIES			
Current Liabilities			
	Funding Payables	3,913	670
	Business Payables	0	8,050
	Tax Payable	468	473
	Miscellaneous	470	362
	Withholding Tax Payable	231	721
TOTAL LIABILITIES		5,082	10,276
EQUITY		447,200	244,900

Statement of Changes in Equity

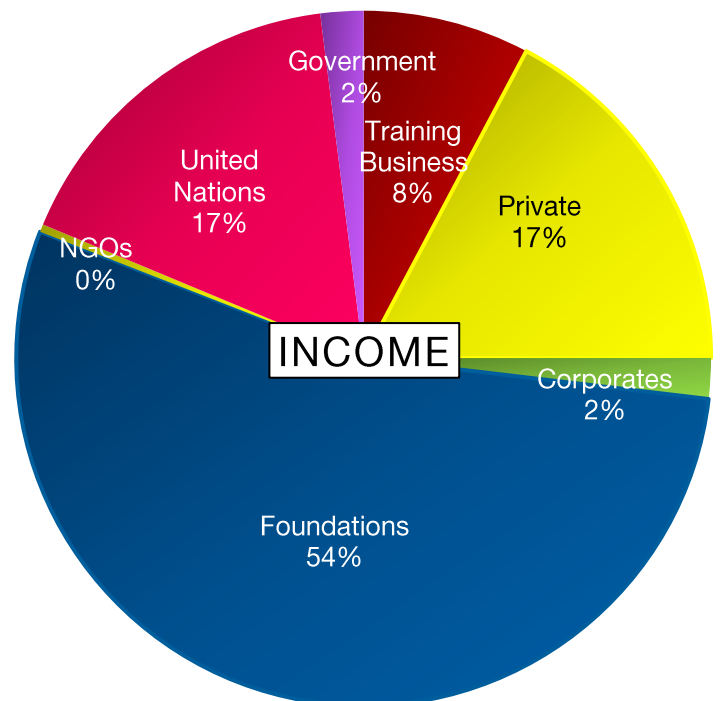
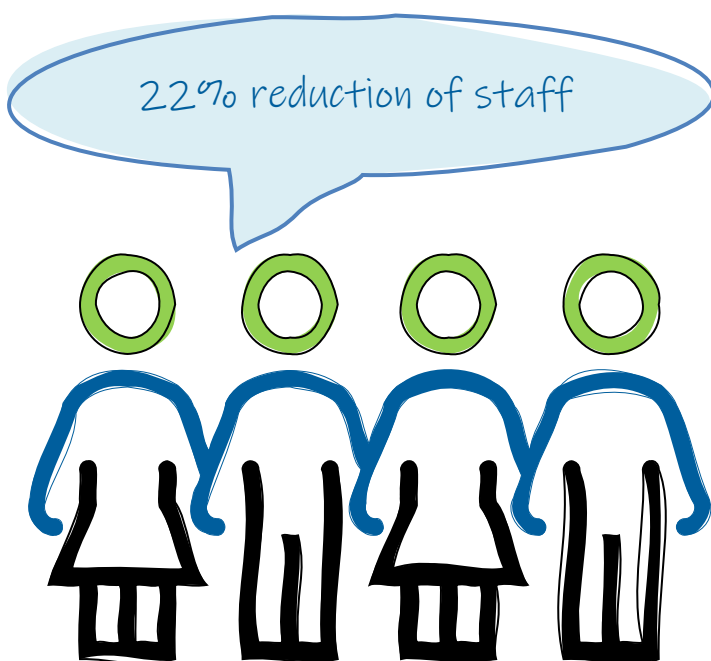
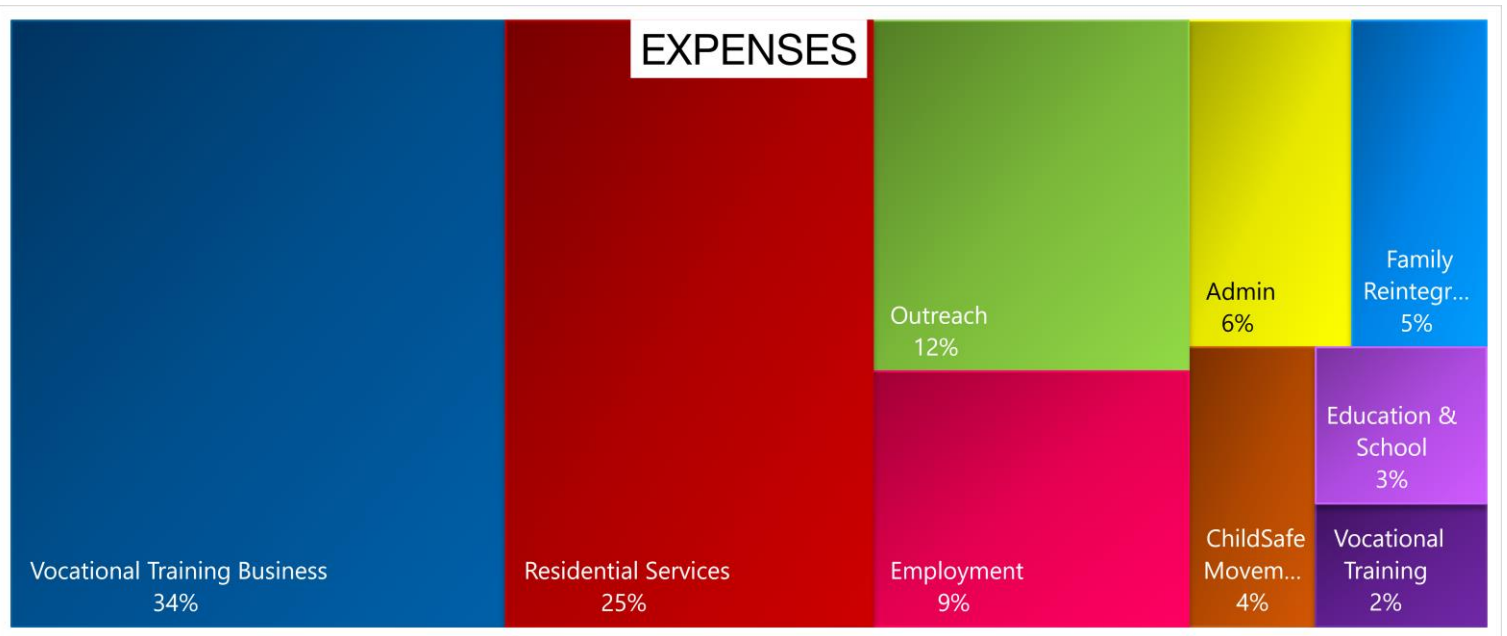
as at 31 Dec 2019
Friends Siem Reap, Cambodia

#	FUND ACCOUNT	TYPE	OPENING	INCOME	EXPENSES	CLOSING
1	Friends N Stuff	<i>Training & Employment</i>	-3,922	20,781	33,604	-16,744
2	Hair Barber Vocational Training	<i>Training & Employment</i>	1,213	103	0	1,315
3	Let's Eat Vocational Training Restaurant	<i>Training & Employment</i>	3,915	5,024	1,098	7,841
4	Marum Vocational Training Restaurant	<i>Training & Employment</i>	63,800	119,882	152,252	31,430
5	Mechanics Vocational Training	<i>Training & Employment</i>	12,966	1,335	2,661	11,640
6	Phka Kravan Beauty Vocational Training	<i>Training & Employment</i>	5,239	2,329	259	7,310
7	Caritas Switzerland	<i>Donor Funding</i>	0	6,500	4,651	1,849
8	Credit Suisse APAC Foundation Limited	<i>Donor Funding</i>	0	50,492	21,994	28,498
9	Delegation Geneve Ville Solidaire/ Friends Suisse	<i>Donor Funding</i>	0	18,584	0	18,584
10	ECPAT Luxembourg / FI	<i>Donor Funding</i>	0	61,873	23,561	38,311
11	Epic Foundation/ FI	<i>Donor Funding</i>	22,951	26,798	19,245	30,504
12	Fondation Pierre Bellon /FI	<i>Donor Funding</i>	0	61,619	12,592	49,027
13	Fondation RAJA-Danièle Marcovici	<i>Donor Funding</i>	-6,433	16,060	12,370	-2,744
14	Fonds de Dotation Mécénat Servier /FI	<i>Donor Funding</i>	16,550	68	6,914	9,704
15	Fossil Foundation / FI	<i>Donor Funding</i>	11,910	40,000	23,133	28,778
16	Gisela Stichting	<i>Donor Funding</i>	0	30,000	6,586	23,414
17	If International Foundation / FI	<i>Donor Funding</i>	38,387	12,500	45,636	5,251
18	International Monetary Fund	<i>Donor Funding</i>	6,654	0	4,465	2,189
19	Livelihood Enhancement and Association for the Poor Project	<i>Donor Funding</i>	0	5,880	-485	6,365
20	Save the Children / European Union / FI	<i>Donor Funding</i>	-2,120	124,483	120,022	2,340

#	FUND ACCOUNT	TYPE	OPENING	INCOME	EXPENSES	CLOSING
21	Smart Axiata Co. Ltd	<i>Donor Funding</i>	0	4,000	3,722	278
22	Solidarity Accor Hotel / FI	<i>Donor Funding</i>	0	52,211	30,369	21,842
23	UNICEF Cambodia / FI	<i>Donor Funding</i>	18,524	55,406	67,864	6,066
24	United Nations Women's Guild of Vienna	<i>Donor Funding</i>	1,131	0	1,131	0
25	WISE Sarl (Ganesha Foundation) / FI	<i>Donor Funding</i>	994	0	994	0
26	WISE Sarl [Mrs Victoria Maltby]	<i>Donor Funding</i>	20,557	60,118	67,114	13,561
27	Andrew Leaver	<i>Private Donation</i>	0	9,965	3,795	6,170
28	Berea College: Bonner Scholars	<i>Private Donation</i>	-1,513	1,700	187	0
29	Cambodian Children's Support Foundation	<i>Private Donation</i>	5,424	0	0	5,424
30	Dragonfly Asia-Pacific Limited / FI	<i>Private Donation</i>	0	35,000	6,228	28,772
31	Fondation Junclair / FI	<i>Private Donation</i>	0	8,500	8,500	0
32	Friends Deutschland / FI	<i>Private Donation</i>	0	5,272	445	4,827
33	Anonymous Hong Kong Donor / FI	<i>Private Donation</i>	0	23,518	240	23,278
34	Lloyd George Asia Foundation	<i>Private Donation</i>	2,049	19,993	16,520	5,523
35	Marketing de Réseau Solution [Bertrand Kervella]	<i>Private Donation</i>	1,161	3,352	744	3,768
36	Paul Newfield / FI	<i>Private Donation</i>	0	5,137	0	5,137
37	Semester at Sea Chapman Impact Fund /FI	<i>Private Donation</i>	0	480	315	165
38	Steven GP / Paul Prusky	<i>Private Donation</i>	0	2,500	3	2,498
39	Teresa Orr / FI	<i>Private Donation</i>	0	14,000	7,855	6,145
40	Women in Travel Retail	<i>Private Donation</i>	4,551	11,269	12,175	3,646
41	Friends Siem Reap Reserves	<i>Reserves</i>	20,912	9,539	5,211	25,240
	TOTAL		244,900	926,268	723,968	447,200

Friends Laos

	2020	2019
Number of Staff (31 Dec)	46	59
Total Income (US\$)	713,120	641,472
Total Expenses (US\$)	485,298	694,082
Administrative Costs	6%	5%



Financial Statements

Income Statement

for the year ending 31 Dec 2020

Friends Vientiane & Luang Prabang, Laos

INCOME	2020 (US\$)	2019 (US\$)	2020 (KIP)	2019 (KIP)
Training Business Income	54,454	175,383	494,169,544	1,543,368,604
Donor Funding	549,434	365,579	4,986,115,174	3,217,099,341
<i>Earned Donor Funding</i>	394,248	350,770	3,577,797,559	3,086,779,595
<i>Unearned Donor Funding</i>	155,187	14,809	1,408,317,615	130,319,746
Private Donations	77,962	15,593	707,501,000	137,221,519
Consultancies	0	5,660	0	49,812,314
Other Income	7,612	3,511	69,076,458	30,896,041
Internal Funding	23,659	75,745	214,704,175	666,556,800
TOTAL INCOME	713,120	641,472	6,471,566,351	5,644,954,619
EXPENSES	2020 (US\$)	2019 (US\$)	2020 (KIP)	2019 (KIP)
PERSONNEL				
International Staff	8,132	16,924	73,796,120	148,932,000
National Staff	216,223	278,215	1,962,225,824	2,448,296,030
Health Insurance	10,159	13,147	92,193,963	115,695,234
Severance / Indemnities	17,912	0	162,549,999	0
Miscellaneous	2,847	3,511	25,835,315	30,897,981
	255,273	311,798	2,316,601,221	2,743,821,245
DIRECT COSTS				
Hygiene costs	7,272	4,728	65,990,000	41,605,000
Medical costs	4,348	8,384	39,461,000	73,782,000
IEC Material	258	70	2,342,000	612,000
Clothing for Beneficiaries	578	1,171	5,249,000	10,302,000
Non-Formal Education materials	603	1,347	5,468,000	11,849,500
Food/Drink for Beneficiaries	33,894	42,381	307,588,500	372,949,500
Family/Support	7,396	3,643	67,119,500	32,059,000
Centre Supplies	4,940	5,678	44,826,500	49,969,000
Other Activity Costs	183	1,939	1,658,000	17,059,000
Family Reintegration Travel	1,858	4,642	16,862,000	40,847,500
Recreational Activity Support	1,264	3,146	11,473,540	27,688,035
Outreach Materials	390	835	3,542,500	7,351,000
School Reintegration Support	6,918	12,143	62,784,000	106,858,000
Vocational Training Materials	1,550	4,362	14,063,930	38,382,440
Job Placement Support	1,284	13,399	11,650,000	117,908,000
Micro-Enterprise Support	3,075	3,952	27,907,000	34,776,000
ChildSafe Materials	698	732	6,335,000	6,439,000
Foster Care Families	1,384	6,661	12,561,000	58,614,000

EXPENSES	2020 (US\$)	2019 (US\$)	2020 (KIP)	2019 (KIP)
Staff Uniforms	0	369	0	3,250,000
Independent Living	2,758	0	25,030,000	
Beneficiary Transport	1,572	0	14,262,000	
	82,223	119,580	746,173,470	1,052,300,975
EQUIPMENT/ASSETS				
IT/Computers	2,553	976	23,169,000	8,590,000
Furniture/Fittings	165	3,680	1,500,000	32,382,000
Vocational Training Equipment	0	627	0	5,516,000
Miscellaneous	61	880	550,000	7,740,000
	2,779	6,162	25,219,000	54,228,000
INDIRECT COSTS				
Communications	4,322	4,711	39,223,455	41,460,000
Transport/Gasoline	10,768	7,018	97,721,500	61,761,000
Maintenance/Renovations	2,740	11,187	24,862,000	98,449,800
Office Supplies	2,197	2,860	19,937,500	25,171,900
Rent & Utilities	32,210	51,380	292,306,043	452,146,889
External Audits	3,438	9,663	31,201,982	85,034,584
Advertising/Marketing	284	2,007	2,572,898	17,658,573
Miscellaneous	14,884	14,004	135,076,261	123,233,629
	70,843	102,831	642,901,639	904,916,375
TRAVEL & TRAINING				
Travel Costs	7,203	7,525	65,370,000	66,222,738
Staff Training	34	2,363	310,000	20,792,900
Workshops/ Research/ Assessments	7,036	262	63,854,000	2,303,000
	14,274	10,150	129,534,000	89,318,638
OTHER INCOME GENERATION COSTS				
Cost of Income Generation	23,512	65,474	213,367,803	576,171,097
Outlet Supplies	4,433	10,995	40,230,500	96,757,500
Franchise Fees	3,443	14,399	31,247,395	126,710,287
Staff Food costs	5,242	20,337	47,572,719	178,966,814
Training Uniforms	998	4,869	9,060,000	42,843,000
Miscellaneous	0	15	0	129,000
	37,628	116,088	341,478,417	1,021,577,698
PROGRAM SUPPORT				
Headquarter Support Costs	22,278	21,220	202,169,859	186,740,034
	22,278	21,220	202,169,859	186,740,034
CHILDSAFE ALLIANCE				
Appren	0	6,252	0	55,020,000
	0	6,252	0	55,020,000
TOTAL EXPENSES	485,298	694,082	4,404,077,606	6,107,922,965
NET INCOME	227,822	-52,610	2,067,488,745	-462,968,345
Retained funds b/f	47,173	109,761	415,123,195	878,091,540
Restated (exchange rate differences)	45,744	99,783	0	0
EQUITY	273,566	47,173	2,482,611,940	415,123,195

Statement of Financial Position

as at 31 Dec 2020

Friends-International Vientiane & Luang Prabang, Laos

CURRENT ASSETS		2020 (US\$)	2019 (US\$)	2020 (KIP)	2019 (KIP)
Current Assets					
Cash & Bank		234,964	43,061	2,132,295,275	378,932,973
Prepayments		12,352	27,980	112,096,520	246,220,532
Accounts Receivable					
Funding Receivables		22,593	4,855	205,032,784	42,721,360
Training Receivables		2,351	6,539	21,333,924	57,545,067
Staff Loans		66	398	600,000	3,500,000
Guarantee Deposits		0	2,393	0	21,060,000
Miscellaneous		1,831	1,945	16,613,000	17,113,000
TOTAL ASSETS		274,157	87,170	2,487,971,504	767,092,932

LIABILITIES					
Current Liabilities					
Funding Payables		60	48	547,168	425,664
Training Payables		0	39,948	0	351,544,073
Tax Payable		530	0	4,812,396	0
TOTAL LIABILITIES		591	39,997	5,359,564	351,969,737

EQUITY		273,566	47,173	2,482,611,940	415,123,194
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Statement of Changes in Equity

as at 31 Dec 2020

Friends Vientiane & Luang Prabang, Laos

#	FUND ACCOUNT (KIP)	TYPE	OPENING K	INCOME K	EXPENSES K	CLOSING K
1	Friends N Stuff Khaiphaen	<i>Training & Employment</i>	-25,501,760	4,263,500	5,814,000	-27,052,260
2	Friends N Stuff Makphet	<i>Training & Employment</i>	174,220,898	3,377,900	-5,368,000	182,966,798
3	Khaiphaen Vocational Training	<i>Training & Employment</i>	-41,348,122	386,242,608	351,254,411	-6,359,925
4	Lao Cookbook	<i>Training & Employment</i>	210,212,877	7,532,000	55,072,749	162,672,128
5	Mechanics Vocational Training	<i>Training & Employment</i>	-76,005,609	10,579,500	-6,673,500	-58,752,609
6	Mini Makphet Vocational Training	<i>Training & Employment</i>	-39,457,187	89,835,900	4,718,598	45,660,116
7	Ami(e)s	<i>Donor Funding</i>	22,150,108	71,521,250	93,671,358	0
8	British Embassy	<i>Donor Funding</i>	-19,025,330	28,384,885	9,359,555	0
9	Foundation Juniclair	<i>Donor Funding</i>	0	242,897,962	91,864,564	151,033,398
10	Friends Deutschland	<i>Donor Funding</i>	0	21,804,438	0	21,804,438
11	If International Foundation	<i>Donor Funding</i>	0	44,000,000	44,000,000	0
12	Orr Family Foundation	<i>Donor Funding</i>	0	313,500,000	205,476,841	108,023,159
13	The Cold Mountain Fund of RSF Social Finance	<i>Donor Funding</i>	0	235,400,000	212,460,717	22,939,283
14	Footprints Fundraising Inc	<i>Donor Funding</i>	0	88,888,800	83,100,301	5,788,499
15	Friends France	<i>Donor Funding</i>	-35,092,051	110,018,920	74,926,869	0
16	Gisela Stichting	<i>Donor Funding</i>	2,466,395	179,280,000	64,657,792	117,088,603
17	Give2Asia	<i>Donor Funding</i>	0	90,950,000	41,858,545	49,091,455
18	Kadoorie Foundation	<i>Donor Funding</i>	-24,002,686	709,508,068	600,451,907	85,053,475
19	Luxembourg Development Cooperation	<i>Donor Funding</i>	-97,705,677	100,881,179	3,175,502	0
20	Responsible Travel	<i>Donor Funding</i>	-25,169,199	33,099,840	7,930,641	0
21	Save the Children	<i>Donor Funding</i>	-23,441,354	23,161,354	-280,000	0
22	SeCoDév	<i>Donor Funding</i>	338,467,701	1,099,101,600	818,151,375	619,417,926
23	Spellbrook Foundation	<i>Donor Funding</i>	93,785,034	306,773,250	245,990,214	154,568,070
24	The Fresh Leaf Charitable Foundation	<i>Donor Funding</i>	0	205,032,784	0	205,032,784
25	UNICEF Laos	<i>Donor Funding</i>	-119,477,549	925,629,844	799,992,295	6,160,000

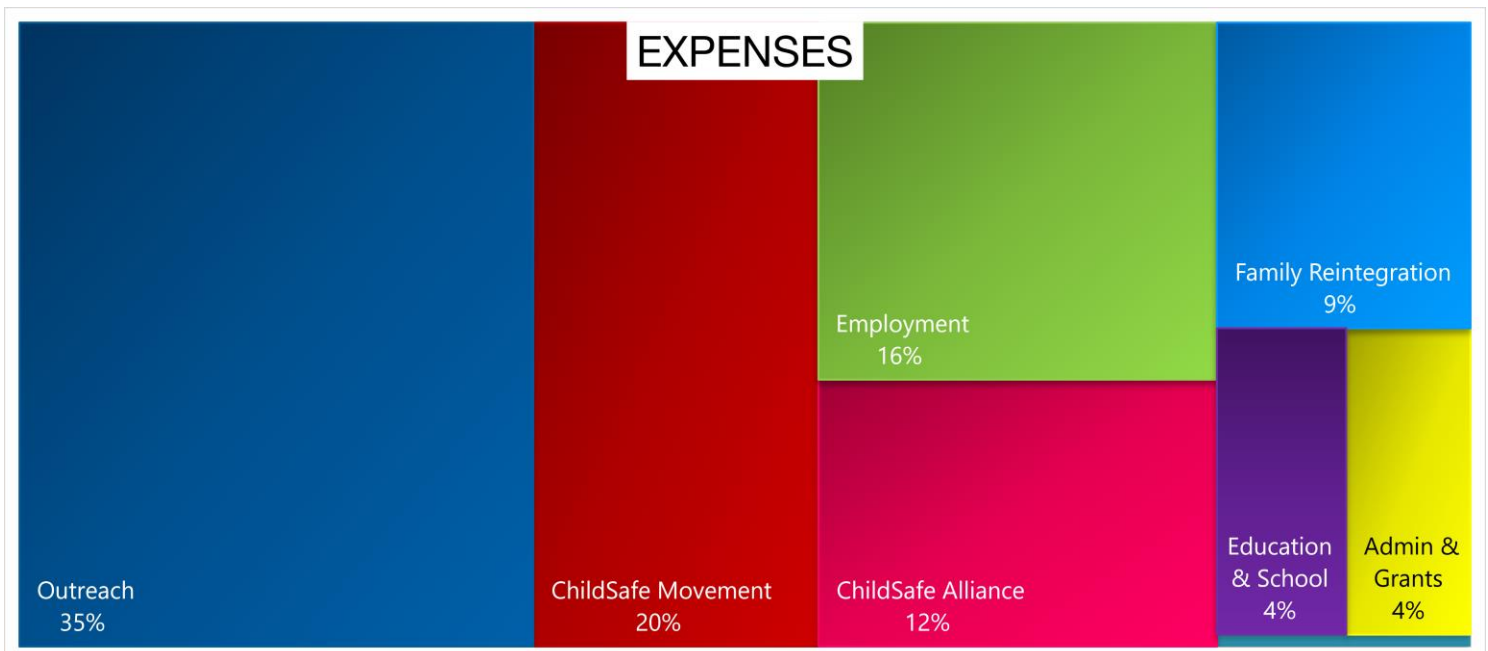
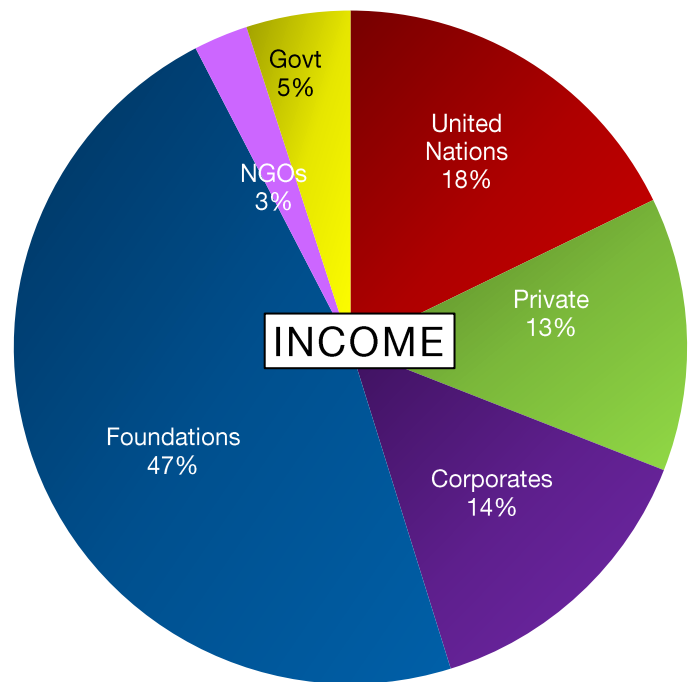
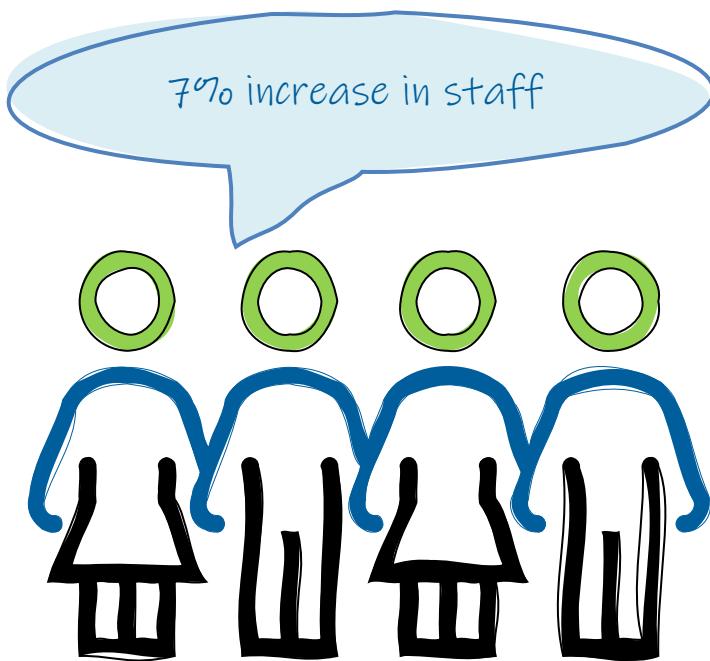
#	FUND ACCOUNT (KIP)	TYPE	OPENING K	INCOME K	EXPENSES K	CLOSING K
26	UNODC	<i>Donor Funding</i>	0	156,281,000	13,771,043	142,509,957
27	Abercrombie & Kent Philanthropy	<i>Private</i>	46,681,360	0	46,681,360	0
28	Allan Murray Jones	<i>Private</i>	10,723,819	0	10,723,819	0
29	Anonymous Hong Kong Donor	<i>Private</i>	0	683,936,000	217,933,271	466,002,729
30	Fund for Education (Steven Prusky)	<i>Private</i>	0	22,000,000	22,000,000	0
31	Jane	<i>Private</i>	17,600,000	0	17,600,000	0
32	Friends Laos Reserves	<i>Reserves</i>	25,041,527	277,683,769	273,761,380	28,963,916
	TOTAL		415,123,195	6,471,566,351	4,404,077,606	2,482,611,940

#	FUND ACCOUNT (US\$)	TYPE	OPENING \$	INCOME \$	EXPENSES \$	CLOSING \$
1	Friends N Stuff Khaiphaen	<i>Training & Employment</i>	-2,810	470	641	-2,981
2	Friends N Stuff Makphet	<i>Training & Employment</i>	19,198	372	-592	20,162
3	Khaiphaen Vocational Training	<i>Training & Employment</i>	-4,556	42,561	38,706	-701
4	Lao Cookbook	<i>Training & Employment</i>	23,164	830	6,069	17,925
5	Mechanics Vocational Training	<i>Training & Employment</i>	-8,375	1,166	-735	-6,474
6	Mini Makphet Vocational Training	<i>Training & Employment</i>	-4,348	9,899	520	5,031
7	Ami(e)s	<i>Donor Funding</i>	2,441	7,881	10,322	0
8	British Embassy	<i>Donor Funding</i>	-2,096	3,128	1,031	0
9	Foundation Junclair	<i>Donor Funding</i>	0	26,766	10,123	16,643
10	Friends Deutschland	<i>Donor Funding</i>	0	2,403	0	2,403
11	If International Foundation	<i>Donor Funding</i>	0	4,848	4,848	0
12	Orr Family Foundation	<i>Donor Funding</i>	0	34,545	22,642	11,903
13	The Cold Mountain Fund of RSF Social Finance	<i>Donor Funding</i>	0	25,939	23,412	2,528
14	Footprints Fundraising Inc	<i>Donor Funding</i>	0	9,795	9,157	638
15	Friends France	<i>Donor Funding</i>	-3,867	12,123	8,256	0
16	Gisela Stichting	<i>Donor Funding</i>	272	19,755	7,125	12,902
17	Give2Asia	<i>Donor Funding</i>	0	10,022	4,613	5,410
18	Kadoorie Foundation	<i>Donor Funding</i>	-2,645	78,183	66,165	9,372
19	Luxembourg Development Cooperation	<i>Donor Funding</i>	-10,766	11,116	350	0
20	Responsible Travel	<i>Donor Funding</i>	-2,773	3,647	874	0
21	Save the Children	<i>Donor Funding</i>	-2,583	2,552	-31	0

#	FUND ACCOUNT (US\$)	TYPE	OPENING \$	INCOME \$	EXPENSES \$	CLOSING \$
22	SeCoDév	<i>Donor Funding</i>	37,297	121,113	90,154	68,255
23	Spellbrook Foundation	<i>Donor Funding</i>	10,334	33,804	27,106	17,032
24	The Fresh Leaf Charitable Foundation	<i>Donor Funding</i>	0	22,593	0	22,593
25	UNICEF Laos	<i>Donor Funding</i>	-13,166	101,998	88,153	679
26	UNODC	<i>Donor Funding</i>	0	17,221	1,517	15,704
27	Abercrombie & Kent Philanthropy	<i>Private</i>	5,144	0	5,144	0
28	Allan Murray Jones	<i>Private</i>	1,182	0	1,182	0
29	Anonymous Hong Kong Donor	<i>Private</i>	0	75,365	24,015	51,350
30	Fund for Education (Steven Prusky)	<i>Private</i>	0	2,424	2,424	0
31	Jane Berkey & Scott Chaney	<i>Private</i>	1,939	0	1,939	0
32	Friends Laos Reserves	<i>Reserves</i>	2,759	30,599	30,167	3,192
	TOTAL		45,744	713,120	485,298	273,566

Friends Thailand

	2020	2019
Number of Staff (31 Dec)	15	14
Total Income (US\$)	514,196	417,882
Total Expenses (US\$)	400,314	419,413
Administrative Costs	4%	5%



Financial Statements

Income Statement

for the year ending 31 Dec 2020

Friends Bangkok & Aranyaprathet/Poipet, Thailand

INCOME	2020 (US\$)	2019 (US\$)	2020 (TH฿)	2019 (TH฿)
Donor Funding	444,534	330,533	13,336,029	10,246,527
<i>Earned Donor Funding</i>	<i>326,980</i>	<i>297,636</i>	<i>9,809,397</i>	<i>9,226,710</i>
<i>Unearned Donor Funding</i>	<i>117,554</i>	<i>32,897</i>	<i>3,526,632</i>	<i>1,019,816</i>
Private Donations	53,498	5,753	1,604,954	178,334
Consultancies	4,714	73,775	141,405	2,287,029
Other Income	8,887	868	266,618	26,894
Internal Funding	2,563	6,953	76,882	215,556
TOTAL INCOME	514,196	417,882	15,425,888	12,954,340
EXPENSES	2020 (US\$)	2019 (US\$)	2020 (TH฿)	2019 (TH฿)
PERSONNEL				
International Staff	39,277	34,500	1,178,320	1,069,492
National Staff	145,621	159,097	4,368,638	4,932,002
Health Insurance	3,570	6,282	107,108	194,746
Stipends	11,355	0	340,646	0
Miscellaneous	2,433	16,968	73,000	525,995
	202,257	216,846	6,067,712	6,722,235
DIRECT COSTS				
Hygiene costs	11,287	1,156	338,606	35,831
Medical costs	4,012	3,491	120,366	108,215
IEC Material	3,485	935	104,561	29,000
Non-Formal Education materials	363	878	10,880	27,210
Food/Drink for Beneficiaries	12,403	2,891	372,097	89,614
Family/Support	31,647	1,737	949,404	53,849
Centre Supplies	324	581	9,718	18,003
Other Activity Costs	126	1,020	3,775	31,602
Family Reintegration Travel	16	2,883	472	89,365
Recreational Activity Support	643	6,475	19,301	200,715
Outreach Materials	518	1,103	15,554	34,188
School Reintegration Support	8,438	6,124	253,134	189,849
Vocational Training Materials	4,047	1,716	121,424	53,195
Job Placement Support	4,198	28,289	125,936	876,956
Micro-Enterprise Support	2,392	4,016	71,770	124,498
ChildSafe Materials	6,090	14,103	182,689	437,191
Beneficiary Transport	23	0	700	0
Beneficiary Trainings / Meetings	835	0	25,041	0

EXPENSES	2020 (US\$)	2019 (US\$)	2020 (TH฿)	2019 (TH฿)
Community Event Costs	1,781	0	53,430	0
	92,629	77,396	2,778,858	2,399,281
EQUIPMENT/ASSETS				
IT/Computers	3,073	771	92,190	23,900
Furniture/Fittings	53	0	1,590	0
Miscellaneous	271	191	8,119	5,925
	3,397	962	101,899	29,825
INDIRECT COSTS				
Communications	2,739	3,037	82,170	94,151
Transport/Gasoline	9,824	11,030	294,731	341,923
Maintenance/Renovations	675	664	20,238	20,583
Office Supplies	2,296	2,044	68,870	63,363
Rent & Utilities	16,216	20,318	486,489	629,847
External Audits	5,334	2,776	160,021	86,053
Advertising/Marketing	27	312	800	9,683
Miscellaneous	2,975	2,365	89,256	73,304
	40,086	42,545	1,202,576	1,318,907
TRAVEL & TRAINING				
Travel Costs	10,674	17,792	320,235	551,537
Staff Training	0	593	0	18,374
Workshops/ Research/ Assessments	3,606	21,044	108,173	652,365
	14,280	39,428	428,408	1,222,276
PROGRAM SUPPORT				
Headquarter Support Costs	33,848	36,013	1,015,448	1,116,390
	33,848	36,013	1,015,448	1,116,390
CHILDSAFE ALLIANCE - SUB-GRANTS				
Bahay Tuluyan (Philippines)	13,817	6,222	414,508	192,880
	13,817	6,222	414,508	192,880
TOTAL EXPENSES	400,314	419,413	12,009,407	13,001,795
NET INCOME	113,883	-1,531	3,416,481	-47,455
Retained funds b/f	143,765	128,691	4,456,718	4,504,172
Restated (exchange rate differences)	148,557	145,296	0	0
EQUITY	262,440	143,765	7,873,198	4,456,718

Statement of Financial Position

as at 31 Dec 2020

Friends Bangkok & Aranyaprathet/Poipet, Thailand

ASSETS	2020 (US\$)	2019 (US\$)	2020 (TH฿)	2019 (TH฿)
Current Assets				
Cash & Bank	266,001	150,690	7,980,027	4,671,395
Project Advances	4,485	97	134,563	3,000
Sub-Grant Advances	0	3,326	0	103,091
Accounts Receivable				
Funding Receivables	0	8,708	0	269,939
Guarantee Deposits	2,693	5,358	80,800	166,100
Miscellaneous	439	1,550	13,164	48,050
TOTAL ASSETS	273,618	169,728	8,208,554	5,261,575

LIABILITIES				
Current Liabilities				
Funding Payables	9,594	23,284	287,835	721,817
Tax Payable	324	320	9,717	9,910
Miscellaneous	529	1,530	15,858	47,439
Withholding Tax	67	137	1,995	4,242
Social Security Payable	665	692	19,950	21,450
TOTAL LIABILITIES	11,179	25,963	335,355	804,857

EQUITY	262,440	143,765	7,873,198	4,456,718
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Statement of Changes in Equity

as at 31 Dec 20

Friends Bangkok & Aranyaprathet/Poipet, Thailand

#	FUND ACCOUNT	LOCATION	TYPE	OPENING (฿)	INCOME (฿)	EXPENSE (฿)	CLOSING (฿)
1	Association for the Promotion and Development of Lifelong Learning	Bangkok	<i>Consultancy</i>	27,902	0	27,902	0
2	Department of Children & Youth	Bangkok	<i>Consultancy</i>	52,556	0	52,556	0
3	Mahidol University	Bangkok	<i>Consultancy</i>	-27,073	0	31,593	-58,666
4	Youth Career Initiative	Bangkok	<i>Consultancy</i>	49,534	31,420	80,954	0
5	Avery Denisson Foundation	Bangkok	<i>Donor Funding</i>	0	1,240,000	409,418	830,582
6	Credit Suisse APAC Foundation Limited	Bangkok	<i>Donor Funding</i>	1,164,448	1,952,030	1,818,137	1,298,341
7	Embassy of Switzerland	Bangkok	<i>Donor Funding</i>	460,000	0	439,318	20,682
8	Equitable Education Fund	Bangkok	<i>Donor Funding</i>	0	771,500	418,358	353,142
9	EXO Foundation	Bangkok	<i>Donor Funding</i>	25,036	0	25,036	0
10	Fondation Juniclair	Bangkok	<i>Donor Funding</i>	0	82,872	82,872	0
11	If International Foundation	Bangkok	<i>Donor Funding</i>	0	159,050	159,050	0
12	Mad Monkey Hotel	Bangkok	<i>Donor Funding</i>	124,567	0	124,567	0
13	Orr Family Foundation	Bangkok	<i>Donor Funding</i>	0	1,068,750	719,116	349,634
14	UNICEF Thailand	Bangkok	<i>Donor Funding</i>	-48,726	2,551,977	2,211,685	291,566
15	World Childhood Foundation	Bangkok	<i>Donor Funding</i>	151,983	2,988,273	2,829,569	310,687
16	FI HQ Funding – COVID-19	Bangkok	<i>Private Donation</i>	0	52,258	48,000	4,258
17	Albrecht Kiesow Foundation	Bangkok	<i>Private Donation</i>	0	1,000,000	240,503	759,497
18	Thailand Rural Reconstruction Movement Under the Royal Patronage	Bangkok	<i>Private Donation</i>	0	41,394	41,394	0
19	Caritas Switzerland	Aran	<i>Donor Funding</i>	0	294,595	136,765	157,830
20	Damnok Toek	Aran	<i>Donor Funding</i>	0	75,984	73,011	2,973
21	Fondation Juniclair	Aran	<i>Donor Funding</i>	0	48,000	48,000	0
22	Gisela Stichting	Aran	<i>Donor Funding</i>	0	322,200	153,578	168,622
23	If International Foundation	Aran	<i>Donor Funding</i>	0	159,050	159,050	0

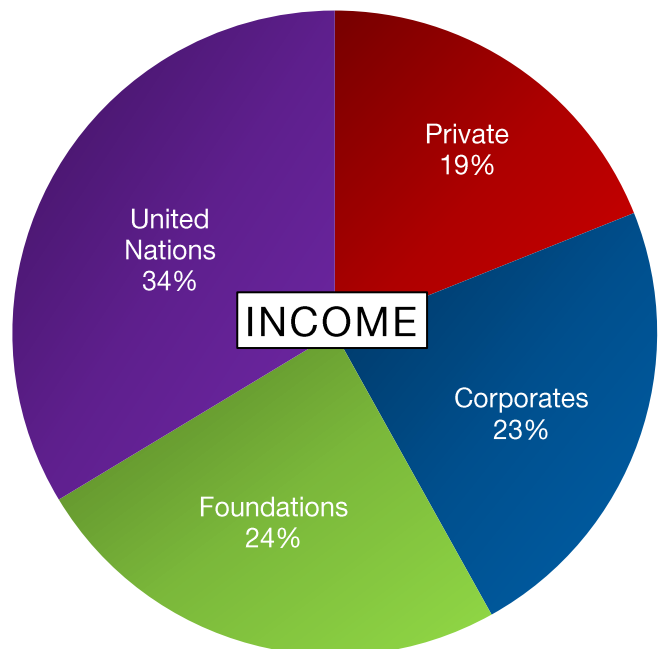
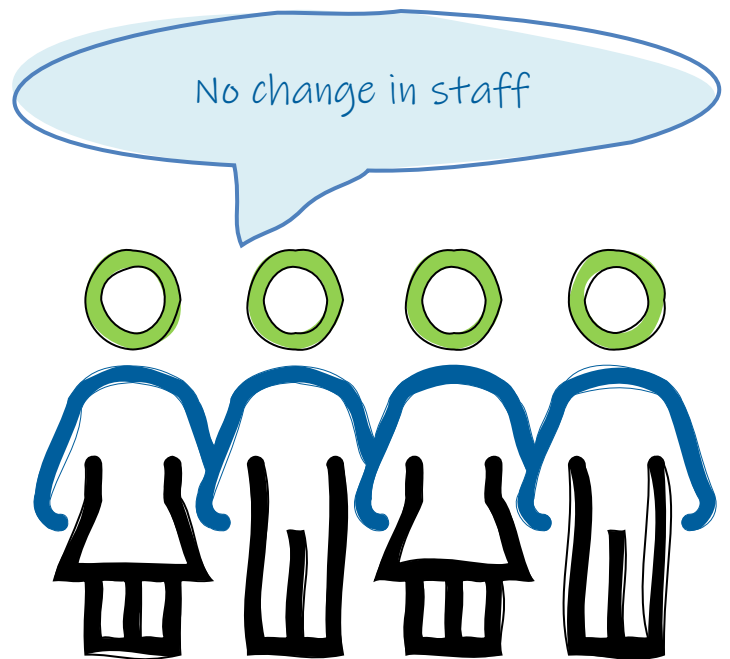
#	FUND ACCOUNT	LOCATION	TYPE	OPENING (฿)	INCOME (฿)	EXPENSE (฿)	CLOSING (฿)
24	The Cold Mountain Fund of RCF Social Finance	Aran	<i>Donor Funding</i>	0	600,000	211,808	388,192
25	Smart Axiata. Co Ltd	Aran	<i>Donor Funding</i>	0	244,570	244,570	0
26	UNICEF Thailand	Aran	<i>Donor Funding</i>	0	193,487	193,487	0
27	World Childhood Foundation	Aran	<i>Donor Funding</i>	0	613,856	578,983	34,873
28	FI HQ Funding – COVID-19	Aran	<i>Private Donation</i>	0	32,661	32,661	0
29	Anonymous Donation via Dragonfly Asia-Pacific Limited	Aran	<i>Private Donation</i>	0	412,146	281,624	130,522
30	Teresa Orr	Aran	<i>Private Donation</i>	0	48,645	0	48,645
31	Friends Thailand Reserves	Reserves	<i>Reserves</i>	2,476,490	441,170	135,842	2,781,818
	FUND BALANCE			4,456,718	15,425,888	12,009,407	7,873,198

#	FUND ACCOUNT	LOCATION	TYPE	OPENING (\$)	INCOME (\$)	EXPENSE (\$)	CLOSING (\$)
1	Association for the Promotion and Development of Lifelong Learning	Bangkok	<i>Consultancy</i>	930	0	930	0
2	Department of Children & Youth	Bangkok	<i>Consultancy</i>	1,752	0	1,752	0
3	Mahidol University	Bangkok	<i>Consultancy</i>	-902	0	1,053	-1,956
4	Youth Career Initiative	Bangkok	<i>Consultancy</i>	1,651	1,047	2,698	0
5	Avery Denisson Foundation	Bangkok	<i>Donor Funding</i>	0	41,333	13,647	27,686
6	Credit Suisse APAC Foundation Limited	Bangkok	<i>Donor Funding</i>	38,815	65,068	60,605	43,278
7	Embassy of Switzerland	Bangkok	<i>Donor Funding</i>	15,333	0	14,644	689
8	Equitable Education Fund	Bangkok	<i>Donor Funding</i>	0	25,717	13,945	11,771
9	EXO Foundation	Bangkok	<i>Donor Funding</i>	835	0	835	0
10	Fondation Junclair	Bangkok	<i>Donor Funding</i>	0	2,762	2,762	0
11	If International Foundation	Bangkok	<i>Donor Funding</i>	0	5,302	5,302	0
12	Mad Monkey Hotel	Bangkok	<i>Donor Funding</i>	4,152	0	4,152	0
13	Orr Family Foundation	Bangkok	<i>Donor Funding</i>	0	35,625	23,971	11,654
14	UNICEF Thailand	Bangkok	<i>Donor Funding</i>	-1,624	85,066	73,723	9,719
15	World Childhood Foundation	Bangkok	<i>Donor Funding</i>	5,066	99,609	94,319	10,356
16	FI HQ Funding – COVID-19	Bangkok	<i>Private Donation</i>	0	1,742	1,600	142
17	Albrecht Kiesow Foundation	Bangkok	<i>Private Donation</i>	0	33,333	8,017	25,317

#	FUND ACCOUNT	LOCATION	TYPE	OPENING (\$)	INCOME (\$)	EXPENSE (\$)	CLOSING (\$)
18	Thailand Rural Reconstruction Movement Under The Royal Patronage	Bangkok	<i>Private Donation</i>	0	1,380	1,380	0
19	Caritas Switzerland	Aran	<i>Donor Funding</i>	0	9,820	4,559	5,261
20	Damnok Toek	Aran	<i>Donor Funding</i>	0	2,533	2,434	99
21	Fondation Juniclair	Aran	<i>Donor Funding</i>	0	1,600	1,600	0
22	Gisela Stichting	Aran	<i>Donor Funding</i>	0	10,740	5,119	5,621
23	If International Foundation	Aran	<i>Donor Funding</i>	0	5,302	5,302	0
24	The Cold Mountain Fund of RCF Social Finance	Aran	<i>Donor Funding</i>	0	20,000	7,060	12,940
25	Smart Axiata Co. Ltd	Aran	<i>Donor Funding</i>	0	8,152	8,152	0
26	UNICEF Thailand	Aran	<i>Donor Funding</i>	0	6,450	6,450	0
27	World Childhood Foundation	Aran	<i>Donor Funding</i>	0	20,462	19,299	1,162
28	FI HQ Funding – COVID-19	Aran	<i>Private Donation</i>	0	1,089	1,089	0
29	Anonymous Donation via Dragonfly Asia-Pacific Limited	Aran	<i>Private Donation</i>	0	13,738	9,387	4,351
30	Teresa Orr	Aran	<i>Private Donation</i>	0	1,622	0	1,622
31	Friends Thailand Reserves	Reserves	<i>Reserves</i>	82,550	14,706	4,528	92,727
	FUND BALANCE			148,557	514,196	400,314	262,440

Friends Indonesia

	2020	2019
Number of Staff (31 Dec)	11	11
Total Income (US\$)	180,297	207,878
Total Expenses (US\$)	135,948	199,425
Administrative Costs	9%	4%



Financial Statements

Income Statement for the year ending 31 Dec 2020 Friends Jakarta, Indonesia

INCOME	2020 (US\$)	2019 (US\$)	2020 (IDR)	2019 (IDR)
Donor Funding	146,158	178,863	2,046,207,732	2,504,088,332
<i>Earned Donor Funding</i>	<i>105,105</i>	<i>177,688</i>	<i>1,471,469,421</i>	<i>2,487,637,113</i>
<i>Unearned Donor Funding</i>	<i>41,053</i>	<i>1,175</i>	<i>574,738,311</i>	<i>16,451,219</i>
Private Donations	32,761	714	458,647,695	10,000,000
Consultancies	660	27,297	9,245,984	382,156,054
Other Income	718	1,003	10,049,898	14,046,585
TOTAL INCOME	180,297	207,878	2,524,151,309	2,910,290,971
EXPENSES	2020 (US\$)	2019 (US\$)	2020 (IDR)	2019 (IDR)
PERSONNEL				
Staff Salaries	62,623	58,187	876,719,114	814,620,442
Health Insurance	5,174	4,567	72,438,999	63,939,959
Miscellaneous	139	646	1,950,000	9,037,500
	67,936	63,400	951,108,113	887,597,901
DIRECT COSTS				
Hygiene costs	9,856	465	137,983,910	6,505,100
Medical costs	493	472	6,907,500	6,609,250
IEC Material	0	5,320	0	74,485,000
Non-Formal Education materials	208	438	2,909,231	6,137,500
Food/Drink for Beneficiaries	402	2,176	5,632,340	30,466,875
Family Support	12,154	195	170,149,452	2,725,200
Centre Supplies	258	1,069	3,612,100	14,972,800
Other Activity Costs	73	521	1,029,900	7,297,200
Family Reintegration Travel	620	205	8,680,000	2,876,000
Recreational Activity Support	1,172	0	16,405,600	0
Outreach Materials	262	2,756	3,664,982	38,590,241
School Reintegration Support	548	952	7,678,000	13,334,600
Vocational Training Support	543	749	7,600,000	10,491,000
Job Placement Support	754	0	10,552,000	0
ChildSafe Materials	1,551	874	21,712,050	12,231,500
Staff Uniforms	0	939	0	13,150,000
Micro-Enterprise Support	3,540	2,494	49,562,000	34,915,200
Beneficiary Transport	795	0	11,124,700	0
Beneficiary Trainings / Meetings	3,568	0	49,955,400	0
	36,797	19,628	515,159,165	274,787,466

EXPENSES	2020 (US\$)	2019 (US\$)	2020 (IDR)	2019 (IDR)
EQUIPMENT/ASSETS				
IT/Computers	2,537	6,049	35,520,000	84,690,000
Vehicles	0	1,341	0	18,774,000
Furniture/Fittings	1,205	553	16,871,800	7,741,099
Miscellaneous	460	2,721	6,440,000	38,097,312
	4,202	10,664	58,831,800	149,302,411
INDIRECT COSTS				
Communications	2,707	2,103	37,892,254	29,439,323
Transport/Gasoline	3,477	2,762	48,675,900	38,663,590
Maintenance/Renovations	737	1,853	10,318,000	25,946,160
Office Supplies	1,803	2,262	25,247,610	31,673,300
Rent & Utilities	7,956	8,879	111,385,421	124,312,964
External Audits	1,286	1,071	18,000,000	15,000,000
Miscellaneous	836	3,841	11,704,154	53,775,116
	18,802	22,772	263,223,339	318,810,453
TRAVEL & TRAINING				
Travel Costs	43	28,415	606,000	397,809,986
Workshops & Assessments	254	35,022	3,552,000	490,305,603
Staff Training	0	44	0	616,000
Board Meetings	0	1,870	0	26,179,267
	297	65,351	4,158,000	914,910,856
PROGRAM SUPPORT				
Headquarter Support Costs	7,913	17,610	110,785,519	246,541,473
	7,913	17,610	110,785,519	246,541,473
TOTAL EXPENSES	135,948	199,425	1,903,265,936	2,791,950,561
NET INCOME	44,349	8,453	620,885,373	118,340,411
Retained funds b/f	25,993	17,540	363,904,756	245,564,345
EQUITY	70,342	25,993	984,790,129	363,904,756

Statement of Financial Position

as at 31 Dec 2020
Friends Jakarta, Indonesia

CURRENT ASSETS		2020 (US\$)	2019 (US\$)	2020 (IDR)	2019 (IDR)
Current Assets					
	Cash & Bank	49,574	43,943	694,035,199	615,204,742
	Project Advances	196	0	2,750,000	0
	Prepayments	1,643	0	23,000,000	0
Accounts Receivable					
	Funding Receivables	184	0	2,578,940	0
	Staff Loan Receivables	5,352	1,643	74,925,868	23,000,000
	Guarantee Deposits	714	714	10,000,000	10,000,000
	Miscellaneous	13,568	7	189,946,788	91,000
TOTAL ASSETS		71,231	46,307	997,236,795	648,295,742

LIABILITIES					
Current Liabilities					
	Funding Payables	0	18,647	0	261,054,933
	Tax Payable	187	98	2,621,833	1,368,758
	Miscellaneous	21	1,569	297,000	21,967,295
	Social Security Payable	681	0	9,527,834	0
TOTAL LIABILITIES		889	20,314	12,446,667	284,390,987

EQUITY	70,342	25,993	984,790,129	363,904,756
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Statement of Changes in Equity

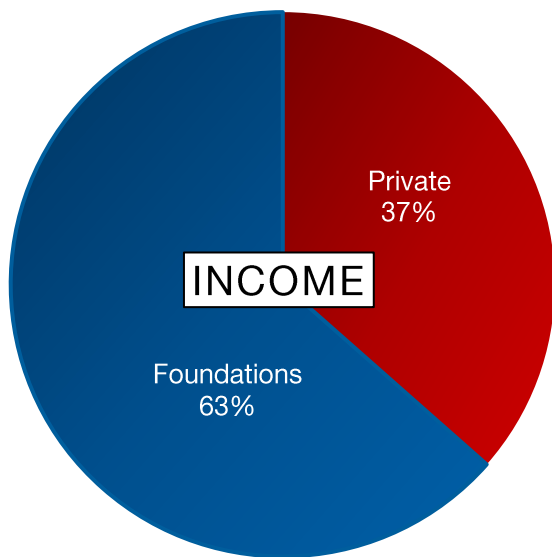
as at 31 Dec 2020
Friends Jakarta, Indonesia

#	FUND ACCOUNT	TYPE	OPENING (IDR)	INCOME (IDR)	EXPENSES (IDR)	CLOSING (IDR)
1	Boeing	<i>Donor Funding</i>	0	580,000,000	34,316,019	545,683,981
2	Ishk Tolaram Foundation	<i>Donor Funding</i>	130,233,438	616,923,135	747,156,573	0
3	UNICEF Indonesia	<i>Donor Funding</i>	-14,719,430	849,284,596	689,996,829	144,568,337
4	Paul Newfield	<i>Private Donation</i>	0	168,000,000	142,736,422	25,263,578
5	Sovia	<i>Private Donation</i>	10,000,000	60,000,000	40,000,000	30,000,000
6	Friends Indonesia Reserves	<i>Reserves</i>	238,390,749	249,943,578	249,060,094	239,274,232
	TOTAL		363,904,756	2,524,151,309	1,903,265,936	984,790,129

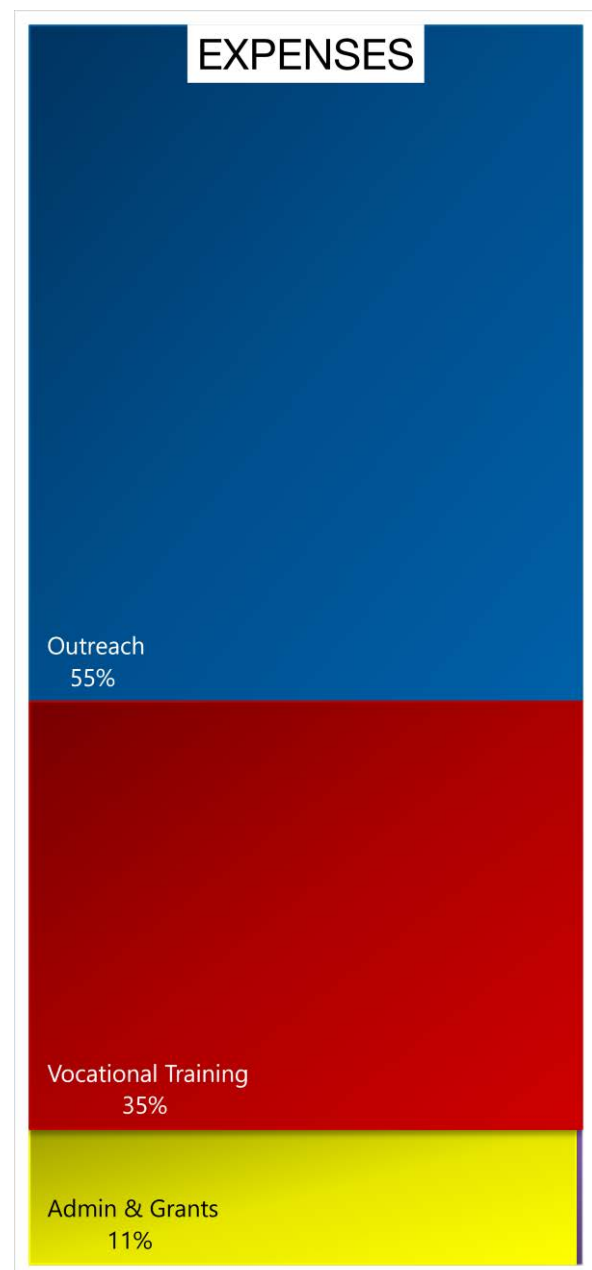
#	FUND ACCOUNT	TYPE	OPENING (US\$)	INCOME (US\$)	EXPENSES (US\$)	CLOSING (US\$)
1	Boeing	<i>Donor Funding</i>	0	41,429	2,451	38,977
2	Ishk Tolaram Foundation	<i>Donor Funding</i>	9,302	44,066	53,368	0
3	UNICEF Indonesia	<i>Donor Funding</i>	-1,051	60,663	49,285	10,326
4	Paul Newfield	<i>Private Donation</i>	0	12,000	10,195	1,805
5	Sovia	<i>Private Donation</i>	714	4,286	2,857	2,143
6	Friends Indonesia Reserves	<i>Reserves</i>	17,028	17,853	17,790	17,091
	TOTAL		25,993	180,297	135,948	70,342

Friends Myanmar

	2020
Number of Staff (31 Dec)	4
Total Income (US\$)	33,249
Total Expenses (US\$)	11,924
Administrative Costs	9%



1 Director, 1 Finance/HR,
2 Social Workers



Financial Statements

Income Statement for the year ending 31 Dec 2020 Friends Yangon, Myanmar

INCOME	2020 (US\$)	2020 (MMK)
Donor Funding	960	1,343,384
Private Donations & Other Income	612	856,697
Internal Funding	31,677	44,348,300
TOTAL INCOME	33,249	46,548,381
EXPENSES		
Staff Salaries	5,494	7,691,363
Health Insurance & Recruitment	441	617,500
Family / Food / Hygiene Support	146	204,350
Beneficiary Trainings / Meetings	1,000	1,400,000
IT/Computers	1,414	1,980,000
Rent & Utilities	113	158,110
Running Costs	688	962,552
Headquarter Support Costs	2,628	3,679,307
TOTAL EXPENSES	11,924	16,693,182
NET INCOME	21,325	29,855,198

Statement of Financial Position as at 31 Dec 2020 Friends Yangon, Myanmar

CURRENT ASSETS	2020 (US\$)	2020 (MMK)
Current Assets		
Cash & Bank	24,025	33,634,638
TOTAL ASSETS	24,025	33,634,638
LIABILITIES		
Current Liabilities		
Funding Payables	2,700	3,779,439
TOTAL LIABILITIES	2,700	3,779,439
EQUITY	21,325	29,855,198

Statement of Changes in Equity

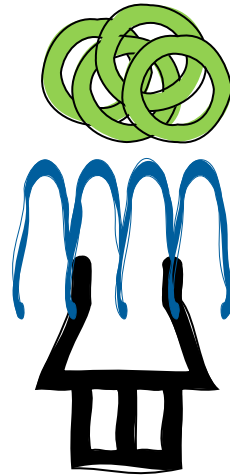
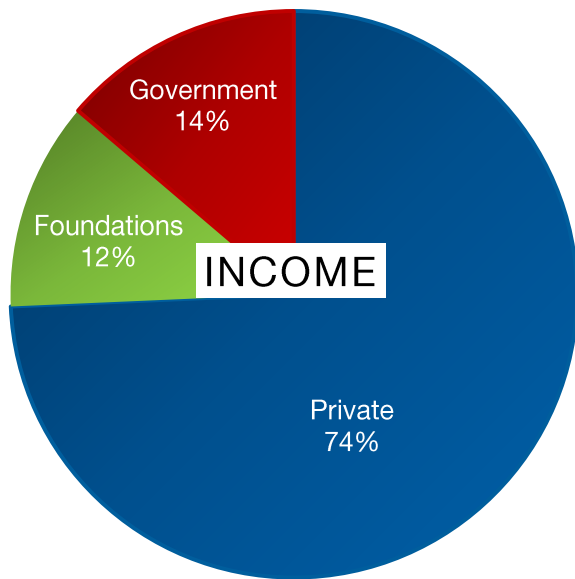
as at 31 Dec 2020
Friends Yangon, Myanmar

#	FUND ACCOUNT	TYPE	OPENING (MMK)	INCOME (MMK)	EXPENSES (MMK)	CLOSING (MMK)
1	Planeterra International Foundation	<i>Donor Funding</i>	0	1,343,384	1,343,384	0
2	FI HQ - COVID-19 donations	<i>Internal Funding</i>	0	7,210,407	2,670,862	4,539,546
3	Skoll Foundation / FI	<i>Internal Funding</i>	0	28,208,000	3,692,427	24,515,573
4	Teresa Orr / FI	<i>Internal Funding</i>	0	8,929,893	8,929,893	0
5	Friends Myanmar Reserves	<i>Reserves</i>	0	856,697	56,616	800,081
	TOTAL		0	46,548,381	16,693,182	29,855,198

#	FUND ACCOUNT	TYPE	OPENING (US\$)	INCOME (US\$)	EXPENSES (US\$)	CLOSING (US\$)
1	Planeterra International Foundation	<i>Donor Funding</i>	0	960	960	0
2	FI HQ - COVID-19 donations	<i>Internal Funding</i>	0	5,150	1,908	3,243
3	Skoll Foundation / FI	<i>Internal Funding</i>	0	20,149	2,637	17,511
4	Teresa Orr / FI	<i>Internal Funding</i>	0	6,378	6,378	0
5	Friends Myanmar Reserves	<i>Reserves</i>	0	612	40	571
	TOTAL		0	33,249	11,924	21,325

Friends Suisse

	2020
Number of Staff (31 Dec)	1
Total Income (US\$)	142,720
Total Expenses (US\$)	137,540
Administrative Costs	0%



1 Director with multiple hats



Financial Statements

Income Statement for the year ending 31 Dec 2020 Friends Genève, Switzerland

INCOME	2020 (US\$)	2020 (CHF)
Donor Funding	25,258	22,733
Private Donations	107,856	97,070
Consultancies	1,180	1,062
Internal Funding	8,426	7,583
TOTAL INCOME	142,720	128,448

EXPENSES		
PERSONNEL		
Staff Salaries	50,222	45,200
Health Insurance	8,505	7,655
	58,727	52,855
INDIRECT COSTS		
Communications	172	155
Rent & Utilities	1,795	1,616
External Audits	5,500	4,950
Miscellaneous	1,345	1,211
	8,812	7,931
Friends Siem Reap	19,333	17,400
Headquarter Support Costs	50,667	45,601
	70,001	63,001
TOTAL EXPENSES	137,540	123,786
NET INCOME	5,180	4,662
Retained funds b/f	4,297	3,867
EQUITY	9,476	8,529

Statement of Financial Position as at 31 Dec 2020 Friends Genève, Switzerland

CURRENT ASSETS	2020 (US\$)	2020 (CHF)
Current Assets		
Cash & Bank	28,076	25,269
Health Insurance Receivables	416	375
TOTAL ASSETS	28,492	25,643

LIABILITIES		
Current Liabilities		
Funding Payables	75	67
Social Security Payables	1,209	1,088
Miscellaneous	2,389	2,150
Deferred Income	15,343	13,809
TOTAL LIABILITIES	19,016	17,114

EQUITY	9,476	8,529
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Statement of Changes in Equity

as at 31 Dec 2020
Friends Genève, Switzerland

#	FUND ACCOUNT	TYPE	OPENING (CHF)	INCOME (CHF)	EXPENSES (CHF)	CLOSING (CHF)
1	Friends Suisse Reserves	<i>Reserves</i>	3,867	98,132	95,118	6,881
2	Arab Gulf Programme for Development	<i>Donor Funding</i>	0	4,133	4,133	0
3	Ville De Geneve	<i>Donor Funding</i>	0	18,600	18,600	0
4	FI HQ Internal Funding	<i>Internal Funding</i>	0	7,583	5,936	1,647
	TOTAL		3,867	128,448	123,786	8,529

#	FUND ACCOUNT	TYPE	OPENING (US\$)	INCOME (US\$)	EXPENSES (US\$)	CLOSING (US\$)
1	Friends Suisse Reserves	<i>Reserves</i>	4,297	109,036	105,686	7,646
2	Arab Gulf Programme for Development	<i>Donor Funding</i>	0	4,592	4,592	0
3	Ville De Geneve	<i>Donor Funding</i>	0	20,667	20,667	0
4	FI HQ Internal Funding	<i>Internal Funding</i>	0	8,426	6,595	1,830
	TOTAL		4,297	142,720	137,540	9,476

Annual Budget 2021

PROJECT	HQ	Friends Phnom Penh	Mith Samlanh	Friends Siem Reap	Friends Thailand	Friends Laos	Friends Indonesia	Friends Myanmar	Friends Suisse	GRAND TOTAL US\$
Outreach & Drop-in Centres	\$0	\$0	\$637,120	\$167,583	\$171,489	\$55,627	\$30,905	\$17,869	\$0	\$1,080,592
Residential Services & Family Reintegration	\$0	\$0	\$206,917	\$114,022	\$4,271	\$118,918	\$0	\$5,150	\$0	\$449,279
Education & School Reintegration	\$0	\$0	\$174,197	\$93,355	\$19,452	\$23,902	\$0	\$0	\$0	\$310,906
Vocational Training & Employment	\$0	\$0	\$678,302	\$472,590	\$133,747	\$185,397	\$28,120	\$33,705	\$0	\$1,531,860
Friends Futures Factory	\$115,731	\$0	\$0	\$25,800	\$0	\$0	\$0	\$0	\$0	\$141,531
ChildSafe Movement	\$87,302	\$4,442	\$10,440	\$28,877	\$85,027	\$39,780	\$14,465	\$2,163	\$210,580	\$483,075
ChildSafe Alliance & Sub-grants	\$136,079	\$760,582	\$0	\$0	\$5,909	\$0	\$0	\$0	\$0	\$902,570
Core Program Costs	\$168,455	\$0	\$74,120	\$59,201	\$100,959	\$43,922	\$39,221	\$25,011	\$0	\$510,889
Technical Support & Coordination	\$349,313	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$349,313
Monitoring, Evaluation & Learning	\$60,064	\$0	\$24,050	\$6,540	\$0	\$23,324	\$11,586	\$0	\$0	\$125,565
Communications & Design	\$115,473	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$115,473
Grants & Fundraising	\$136,205	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$136,205
Finance/ Admin / HR	\$247,750	\$0	\$81,158	\$36,990	\$24,155	\$36,016	\$3,621	\$3,410	\$0	\$433,100
GRAND TOTAL	\$1,416,372	\$765,023	\$1,886,304	\$1,004,958	\$545,008	\$526,886	\$127,918	\$87,308	\$210,580	\$6,570,356