



Anza Entrepreneurs Ltd

Report for the Year End 31st October 2021

Companies House: 06958439

Charity Commission: 1137679



# **Report for the Year End 31st October 2021**

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## **Trustees' Directors' Report for the year ended 31st October 2021**

### **Introduction**

The charitable company was incorporated on 10th July 2009 and registered with the Charity Commission on 31st August 2010. This report covers the 12-month period from 1st Nov 2020 to 31st October 2021.

### **Objectives**

The main objective of Anza is to work towards the alleviation of poverty and improve the quality of life for the people of Tanzania by fostering a thriving entrepreneurial ecosystem which improves the accessibility to life-improving goods and services, and decent work opportunities. We aim to achieve our objectives through the following methods:

- i. Providing technical training and tailored business development services to growing social enterprises to help them attain capital and achieve their growth objectives.
- ii. Providing patient and affordable capital to growing social enterprises.
- iii. Providing market linkages to growing social enterprises for ease of doing business and access to institutional large markets.

### **Ensuring our work delivers our objective**

We review our aims, objectives, and activities each year. The review looks specifically at Anza programmes and their outcomes to ensure that each activity has brought benefit to the group of people Anza are set up to support. Anza Entrepreneurs UK works closely with Anza Entrepreneurs Tanzania to implement these programmes. Anza Entrepreneurs Tanzania is an independently registered not for profit organisation in Tanzania, and will be referred to throughout this report. Due to our participatory approach, programmes Anza run must support entrepreneurs to solve national challenges, in Tanzania. Anza Entrepreneurs Tanzania is aspiring to be the leading entrepreneur support organisation in Tanzania. Anza Entrepreneurs Tanzania are building the entrepreneurship ecosystem through three core areas, with support from Anza Entrepreneurs UK.

#### **1. Capacity:**

- 6 months of intensive and tailored programming
- Strategic, financial and operational advisory with hands-on skills trainings
- Implementation of best-practice systems and procedures

#### **2. Capital:**

- Assessment of the type and amount of capital needed
- Tools to develop appropriate fundraising documents

- Connections to investors and appropriate sources of capital

### **3. Community:**

- Co-working space available across Tanzania, such as Anza Hub in Arusha
- Programs that build relationships with other Anza entrepreneurs
- Access to a global network of experts, mentors, and stakeholders

Tanzanian entrepreneurs have innovative business ideas for changing their communities, but we see them fail. These failures aren't due to flaws in the business model, but because Tanzania is a difficult place to grow a business. The World Bank ranked Tanzania #141 of 190 countries globally in terms of ease to do business (World Bank 2019). Tanzania lacks some of the key ingredients for successful business development: affordable capital, a highly educated workforce, and business support services. The result is low business growth, high unemployment, and lack of product availability (like water filters, feminine products, energy solutions) that have the power to change lives. Each year 900,000 Tanzanians enter a labour market which is generating only 50,000 new jobs (WB 2018). People simply must create jobs for themselves. For those entrepreneurs who do seek to create their own job, they face major barriers when seeking affordable financing to develop their businesses. Training and long-term support is rare, and entrepreneurs lack access to the skills and networks they need to grow their businesses. Anza exists to provide the support social entrepreneurs need for their enterprises to be a success.

### **Profile of Tanzania**

The United Republic of Tanzania is in East Africa with an estimated population of 60 million (Worldmeter, 2020) and is classed as a lower middle-income country with Tanzania's gross national income (GNI) per capita of \$1,080 (World Bank 2020). Tanzania ranks 163rd out of 189 countries on the Human Development Index (UNDP, 2020), and currently 49.1% of the population live below the poverty line (\$1.90 pppd) (UNDP 2020).

Agriculture is vital to the economy. Agriculture represents almost 30% of Tanzania's GDP and employs about three quarters of Tanzania's workforce (International Trade Administration, 2021). Agriculture is undoubtedly the largest and most important sector of the Tanzanian economy, with the country benefitting from a diverse production base that includes livestock, staple food crops and a variety of cash crops. Despite this, Tanzania is seeing increased urbanisation, with 35.23% of people living in urban centres, with a growth rate of 5.36% per year. (Statista, 2020). Tanzania has an increasing youth population with the median age being 18.0 and youth aged 19-24 accounting for 19.6 percent of the population (CIA World Fact Book 2015).

Growing poverty is caused by unemployment and underemployment. On the face of it, Tanzania has a relatively low unemployment rate of 5.8%, but deeper research shows that many people are under-employed. 74% of employed people are categorised to have 'Vulnerable Employment' (UNDP 2014). This can include unpaid family members, and self-employed people. Such employment is characterised as having inadequate earnings, inappropriate working conditions, little representation and poor social security.

In 2001 the national Primary Education Development Plans (PEDP) were developed in correspondence with the World Bank to abolish school fees at the primary level. Despite this effort there are still several obstacles standing in the way of students' advancement through education. Primary school has a dropout rate of 33%, and only 7.5% of the population has some secondary schooling. The situation is worse for females, with only 5.6% of females having some secondary education, compared to 9.5% for males. The education system doesn't adequately prepare youth for the job market, and a high percentage of youth remain unemployed despite completing their education.

The Kilimanjaro Region is an administrative area surrounding Mount Kilimanjaro. The region has a population of 2,097,166, with a population density of approximately 159 persons/km<sup>2</sup>, and an average household size of 5.6 people (UNDP, 2010). Kilimanjaro Region has seven districts, including Moshi Rural and Moshi Urban.

The Arusha Region is an administrative Region that borders the Kilimanjaro Region. It has a population of 1,694,000 with a population density of 45 persons/km<sup>2</sup>. The average household size is 4.4 people. (Census, 2012). Arusha Region has 8 districts.

The Mtwara Region is in Southeastern Tanzania and shares a border with Mozambique. It has a population of 1.2 million. Mtwara district has 6 districts.

The Lindi Region is in Southeastern Tanzania. It has a population of 864,000. It has a low population density, with only 13 people per square kilometre. Lindi Region has 5 districts.

### **Programme Summary**

All programmatic activities and operations are conducted by Anza Entrepreneurs Tanzania, a registered charity in Tanzania.

**i. Anza Accelerator**

- A 6 month accelerator programme for social businesses

**ii. Anza Hubs**

- Co-working spaces for early-stage entrepreneurs to access facilities and convene with relevant community members.

**iii. Other Activities**

- Institutional Consultancies and Partnerships
- International Professional Programme

**iv. Anza Growth Fund**

- Affordable financing for entrepreneurs

All the following programmes are established, monitored and run by the Tanzanian charity, with financial and technical support from Anza UK. In FY 2021 Anza Entrepreneurs UK successfully secured unrestricted funding from the Segal Family Foundation to support the Anza Accelerator program (Business Foundations Accelerator and Investment Readiness Accelerator) and operating costs for the implementation of programming in Tanzania.

**i. Anza Accelerators**

Anza Entrepreneurs Tanzania provides business development services to innovative entrepreneurs so they can grow to the next level and solve the national challenge of creating a sustainable, nutritious food system.

Anza's model provides entrepreneurs with training, consulting, and affordable financing to grow their businesses. We offer two tiers of support depending on the needs of the entrepreneur:

- a) Business Foundations Accelerator:** A 6-month Accelerator with ongoing follow-up including group training in Anza's curriculum on Business Operations, Financials, Marketing and Sales, and Laws and Regulations.
- b) Investment Readiness Accelerator:** A 6-month Accelerator including training in Village Capital's award-winning curriculum and methodology and cohort workshops with peer review and ranking.

Every entrepreneur also receives:



- Capacity Building/Consulting: tailored 1:1 support and training in key business skills;
- Mentoring: matching with a professional mentor who works in-country for 1-3 months;
- Technical Assistance: support from lawyers, designers, and tax advisors;
- Access to Affordable Capital: direct access to flexible, affordable loans from Kiva (Anza Growth Fund);
- Access to local and international networks and a co-working space for social impact organisations (Anza Hubs).

### **Entrepreneur Profiles**

Below are a few examples of entrepreneurs and their businesses that are enrolled in the Accelerator.

**Fortunata Mteta** (Ethan Bakery)

Fortunata provides Arusha region surrounding communities with low-cost nutritious baked goods ethically sourced from small holder farmers especially women.

**Shaban Mruma** (Farm Agro)

Shaban Mruma founded Sham Agro to provide aggrotech solutions to small and medium sized farmers in order to stimulate growth in Tanzania's agricultural sector.

**Ignatus Lema** (Rogathe Dairy)

Entrepreneur Ignatus Lema recognised that owing to supply-chain challenges in the dairy industry, it lead not only to wastage but also decreased access to vital nutrients to many children across the country. Rogathe Dairy provides wholesale fortified dairy products including fresh milk and flavoured and unflavored yoghurt. They sell their products to hospitals, bakeries, hotels, restaurants and schools

**John Mugo** (Advaensure)

Advaensure designs electronic medical recording software that enables health facilities to manage patients' medical files and streamlining other health facilities' functions. They also provide affordable health insurance packages to low-income individuals and families. Through this model, families of 4 can access affordable health insurance at less than 100 USD per annum.

**ii. Anza Hubs**

No funding was secured by Anza Entrepreneurs UK for Anza Hubs, management kept the board apprised of Anza Hubs operations as it's a core part of the offering to entrepreneurs that the organisation is serving.


Kili Hub is the largest co-working space in Tanzania, in 2019 Anza transitioned its management to new manager whilst keeping its mission. Anza Arusha Hub launched in 2018 through which Anza entrepreneurs are connected to each other and to a global network of experts & mentors, building a community to drive catalytic change.

The space is a valuable, affordable home for impact enterprises and individuals to communicate, coordinate and collaborate for social change.

By creating an intentional support community amongst organisations, whether through skill or knowledge sharing, Anza has created a platform for change agents to connect, learn, and grow. Coupled with Anza's direct business development support, the Kili Hub model effectively aids in addressing common challenges resulting in increased organisational impact in a resource-strapped geography.

The impact of Anza's work through Anza Hub is that residents have access to affordable space, allowing them to direct their resources to their mission, and they are able to break down silos in the community. Above all, Anza has a platform for greater effectiveness, revenue generation, and a direct way of reaching social businesses to help them grow.

Because Anza Hub's priority is to host focused and meaningful activities such as workshops, training, networking events, working groups and other similar events, the community is encouraged and actively brought together towards a common goal; whether it is capacity building, resource sharing or problem solving.

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Intrinsic within a coworking space is the interaction and activity encouraged amongst its members; individuals and groups alike. It is through collaboration and interaction that new and innovative ideas are born.

Services offered by Anza Hub:

- i. **Community Centre:** Anza Hub provides a platform for the community to be able to carry out activities such as independent group meetings (Toastmasters, SSC university group meetings, international and local NGOs) and events (private and public such as fundraisers and trainings).
- ii. **Community Engagement Events:** Through events like brain trusts, working groups, as well as networking and social events, Anza Hub's goal is to build and encourage an active community interested in its own growth and development.
- iii. **Commercial Office Lease/Model:** Through office rent, events and other activities, Anza Hub will become self-sustainable.
- iv. **Ecosystem Building:** Anza Hub aims to continue to collaborate to determine scope and overall goals Sector working groups: Anza Hub aims to provide a platform for organisations belonging to the same sector to be able to collaborate about ideas, challenges and solutions
- v. **Hot Desking Service:** Anza Hub is outfitted with high-speed internet and an open concept workspace. For a nominal fee, anyone looking for a unique and interactive space can come to Anza Arusha Hub and work for the day. Anza Arusha Hub offers day, week and month passes.
- vi. **Conference & Event Space:** Anza Hub boasts small and medium indoor space suitable for workshops, trainings, large group meetings, celebrations, recreational events.

### iii. Other Activities

#### International Professionals Programme

The International Professionals Programme is a core component of the Anza Accelerator, and International Professionals also work to directly capacity build Anza staff. International Professionals are either undergoing post-graduate studies or have 3 years plus of experience in their fields. Expertise we have provided ranges from finance and accounting, marketing and sales, to strategic planning and operations.

To date we have hosted more than 59 mentors from PricewaterhouseCoopers, LinkedIn, AT&T, HEC Paris, ESSEC Paris, Bank of America, Morgan Stanley, Musoni, General Electric and Deloitte. In 2021 we hosted 2 International Professionals who

supported entrepreneurs in our Investment Readiness Accelerator Pre-investment due diligence documents.

### **Institutional Consultancies and Partnerships**

Anza Entrepreneurs Tanzania sourced, secured and delivered strategically aligned consultancies and partnerships. Where possible Anza Entrepreneurs UK provided introductions and other support. Anza is committed to building partnerships and engaging with stakeholders in the entrepreneurship ecosystem. Through institutional consultancies, Anza Entrepreneurs Tanzania are able to contribute to the Tanzanian entrepreneurship ecosystem and earn revenue for Anza's other activities. A few of the consultancies and partnerships Anza Entrepreneurs Tanzania undertook in the last year are as follows:

<p><b>ENGAGEMENT:</b> Ideation of Climate Reversing Businesses</p> <p><b>FUNDER:</b> ClimateLaunchPad and Irish Aid</p> <p><b>PERIOD:</b> June 2021 - January 2022</p> <p>Anza is the country lead for ClimateLaunchpad</p>	<p>ClimateLaunchpad is the world's largest green business ideas competition. ClimateLaunchpad operates on a global scale, currently in over 35 countries. Anza Entrepreneurs Tanzania has supported 16 high potential energy businesses through ClimateLaunchpad bootcamps. We identified 3 winners who progressed to the International Finals. On account of increased applications to this program between 2017 and 2020, Anza was granted a contract to run the programme again in 2021.</p>
<p><b>ENGAGEMENT:</b> Investment Readiness Accelerator in Tanzania to Support the Flow of Capital to Early-Stage Startups in Key Social Sectors</p> <p><b>FUNDER:</b> Human Development Innovation Fund Tanzania, Exim Bank Tanzania, The Kingdom of the Netherlands and 3rd Creek Foundation.</p> <p><b>PERIOD:</b> April 2020 - April 2021</p>	<p>Anza Entrepreneurs Tanzania partnered with the Village Capital (Vilcap), Human Development Innovation Fund Tanzania (HDIF), Exim Bank Tanzania, The Kingdom of the Netherlands and 3rd Creek Foundation to provide business development support and training to unlock investments in 24 small high growth enterprises in 2021, from 12 regions of Tanzania. The businesses that are taking part in this</p>

	programme are expected on average to create 3 jobs, experiencing 20% revenue increase and reaching 12,000 lives per business a year after graduation.
<p><b>ENGAGEMENT:</b> Capacity Building for Aquaculture Entrepreneurs in Mtwara Region</p> <p><b>FUNDER:</b> UNDP</p> <p><b>PERIOD:</b> October, 2021 to May, 2022</p>	<p>The project seeks to capacitate 120 women and youth with the necessary skills to run successful aquaculture businesses. In partnership with one of our alumni we have conducted a needs assessment of the region and the women and youth groups and developed a bespoke curriculum which aims to train them in both business best practices as well as fish farming best practices.</p>
<p><b>ENGAGEMENT:</b> Generation Food</p> <p><b>FUNDER:</b> Rikolto</p> <p><b>PERIOD:</b> July 2020 - December 2021</p>	<p>Generation Food project seeks to generate, accelerate de-risk and facilitate capital 25 nutrition related enterprises in food systems to address future food security and nutrition in Arusha, Tanzania. The following key activities took place:</p> <ul style="list-style-type: none"> <li>- Arusha Food Systems challenges scenarios developed by the project steering committee.</li> <li>- Recruitment of Innovators and at most 200 innovative food enterprises.</li> <li>- Rapid falsification of at least 75 most viable enterprises.</li> <li>- Rapid viability testing and scale support of 25 most viable enterprises.</li> </ul>

The Anza Growth Fund provides affordable financing to Anza entrepreneurs. Entrepreneurs can apply for financing from \$10,000 USD with an 8-14% interest rate.

No funding was secured by Anza Entrepreneurs UK for Anza Growth Fund, management kept the board apprised of Anza Growth Fund operations as it's a core part of the offering to entrepreneurs that the organisation is serving.

In Q3 2020, Anza had 4 active loans and that number increased to 12 as of Q3 2021. The portfolio in the same period stood as follows.

SN	Company Name	Loan Details	Expected impact
01	Temnar Co Ltd  Processing sun-flower seeds into oil & marketing	Amount: \$14,000 Tenure: 18 months (Jan 2020-June 2021) Interest rate: 14% Purpose: Purchase of machinery and working capital.	<ul style="list-style-type: none"> <li>• 20% increase of revenue for the company annually;</li> <li>• Creation of at least 3 direct jobs annually;</li> <li>• Addressing post-harvest loss for sun-flower growers in Southern Tanzania</li> </ul>
02	Limatuka  Poultry farming and marketing	Amount: \$5,000 Tenure: 12 months (Jan 2020-Dec 2020) Interest rate: 14% Purpose: Working capital (purchase of chicks and medicines)	<ul style="list-style-type: none"> <li>• 20% increase of revenue for the business annually;</li> <li>• Creation of at least 3 direct jobs annually.</li> </ul>
03	Kazi Yetu Ltd  Processing, packaging and marketing of specialty & organic tea	Amount: \$10,000 Tenure: 3 Years (Nov 2020-Nov 2023) Interest rate: 8.5% Purpose: Product development and marketing expenses coverage	<ul style="list-style-type: none"> <li>• 20% increase of revenue for the company annually;</li> <li>• Creation of at least 3 direct jobs;</li> <li>• Women empowerment through 100% involvement in the</li> </ul>

			company's overall value chain.
04	Central Park Bees Ltd  Processing, packaging and marketing of organic honey	Amount: \$10,000 Tenure: 3 Years ( Feb 2021-Jan 2024) Interest rate: 11.5% Purpose: Purchase of labelling machine.	<ul style="list-style-type: none"> <li>• 20% increase of revenue for the company annually;</li> <li>• Creation of at least 3 direct jobs;</li> <li>• Increase in income amongst smallholder bee-keepers in Tanzania.</li> </ul>
04	Avomeru Group Ltd  Processing, packaging and marketing avocados oil	Amount: \$6,500 Tenure: 1.75 Years (March 2021-Nov 2022) Interest rate: 12% Purpose: Purchase of avocados oil grinding and filtration machine.	<ul style="list-style-type: none"> <li>• 20% increase of revenue for the company annually;</li> <li>• Creation of at least 3 direct jobs annually;</li> <li>• Post-harvest loss of avocados reduction among smallholder farmers around Kilimanjaro and Meru mountains.</li> </ul>
05	Arusha Women Entrepreneur  Processing, packaging and marketing of organic peanut butter.	Amount: \$5,630 Tenure: 2 Years (March 2021-Feb 2023) Interest rate: 12% Purpose: Purchase of peanut grinding machine and purchase of raw materials (raw peanuts and packages)	<ul style="list-style-type: none"> <li>• 20% revenue increase for the business annually;</li> <li>• Creation of at least 3 direct jobs annually;</li> <li>• Reduction of peanut post-harvest loss;</li> <li>• Women empowerment (through women only employment)</li> </ul>

06	Bebes Products  Processing, packaging and marketing various spices	Amount: \$5,630 Tenure: 2 Years (March 2021-Feb 2023) Interest rate: 12% Purpose: Purchase of spices grinding machine and purchase of raw materials (raw spices & packages)	<ul style="list-style-type: none"> <li>• 20% revenue increase of the business annually;</li> <li>• Creation of at least 3 direct jobs annually;</li> <li>• Reduction of spices post-harvest loss;</li> </ul>
07	Candy Mills  Processing, packaging and marketing various spices	Amount: \$5,630 Tenure: 2 Years (March 2021-Feb 2023) Interest rate: 12% Purpose: Purchase of spices grinding machine and purchase of raw materials (raw spices)	<ul style="list-style-type: none"> <li>• 20% revenue increase for the business annually;</li> <li>• Creation of at least 3 direct jobs annually;</li> <li>• Reduction of spices post-harvest loss;</li> </ul>
08	Nature's Way Pig Farm  Rearing and marketing of live pigs	Amount: \$5,630 Tenure: 2 Years (March 2021-Feb 2023) Interest rate: 12% Purpose: Purchase of piglets materials (raw spices and packages)	<ul style="list-style-type: none"> <li>• 20% revenue increase for the business annually;</li> <li>• Creation of at least 3 direct jobs annually;</li> <li>• Reduction of spices post-harvest loss;</li> </ul>
09	Shulesoft  School management platform	Amount: \$6,500 Tenure: 1.75 Years (Aug 2021-April 2023) Interest rate: 11.5% Purpose: Product development	<ul style="list-style-type: none"> <li>• 20% revenue increase for the company annually;</li> <li>• Creation of at least 3 direct jobs.</li> </ul>

Anza Entrepreneurs Tanzania capitalised Anza Growth Fund through partnerships such as;

**Kiva** - Kiva are financial partners, providing a credit line of \$100,000 USD. Kiva believe in



providing safe, affordable access to capital to those in need helps people create better lives for themselves and their families. Anza Growth Fund originates and underwrites loans, funded on Kiva. The \$100,000 USD line of credit is Kiva's first credit bracket, and as we build a track record there is potential of increasing.

**3rd Creek Foundation** - are financial partners, providing a credit line of \$20,000 USD to Anza Growth Fund. 3rd Creek's vision is a world free from poverty and our mission is to help individuals achieve economic independence.

**Oneseed** - Oneseed are financial partners, providing a credit line of \$2,500 USD to Anza Growth Fund. OneSeed partners with local microfinance institutions (MFIs) in the countries where we operate. Oneseed invests 10 percent of their total revenue in partners like Anza, who in turn lend this seed capital to small-scale entrepreneurs as collateral-free, shared liability microcredit. Working directly with microfinance partners in the countries where Oneseed offers travel excursions ensures that local experts drive loan approval and investment. Entrepreneurs repay the loan over the course of the loan term as they launch or expand their business.

**Rikolto** - Rikolto is striving to ensure sustainable farming and foods accessibility in the world. It has been working with local organisations to provide lasting solutions that will transform how food is produced, harvested, processed, and distributed in a smart and sustainable manner. Rikolto provided Anza Growth Fund with a \$28,000 USD revolving facility that has been invested into promising businesses in the Generation Food Program that was concluded September 2021.

### **Impact in 2021**

- i. 20% average income increase by entrepreneurs taking part in our programmes within 12 months of graduating
- ii. 345 entrepreneurs served from 7 regions in Tanzania
- iii. 12,000 average lives reached per business served
- iv. 1035 jobs created by businesses served in 2021
- v. 37% of the entrepreneurs served were women
- vi. 87% of businesses served would recommend Anza programmes to their peers
- vii. \$1,537,250.63 USD Capital facilitated and invested

Anza Entrepreneurs Tanzania collected feedback from a few of the entrepreneurs they served in 2021. When asked "What stands out most about Anza's program?" the responses from our Generation Food Business Foundations Accelerator were as follows:





- *"The team provides detailed information and good cooperation from the trainers. They provide us the opportunity to meet with various stakeholders doing similar businesses to mine and all this has helped a lot to move from where I was initially"* - Sara Mollel (Kabinti Products)
- *"The Anza team is very cooperative. The program creates an environment where we can discuss our issues with entrepreneurs experiencing the same problems as us. This is very useful."* Michael Shayo (Pambazuko Enterprises )
- *"The programme was very much organised but also the facilitators were the best. The Programme Provided The room for everyone to engage because of using Swahili language and English. I found the team very collaborative and they were very specific with their targets and strategies to reach certain objectives"* - Thomas Mgnale (Grecare TZ)

## **Financial Review**

### **Organisational Structure**

#### **i. Trustees:**

The trustees of the charitable company are the directors for the purposes of company law. Their overriding duty is to ensure that the charitable company's objects are effectively promoted in accordance with its constitution. They are responsible for the proper administration of the organisation and act collectively to ensure that the highest possible standards of good practice are always maintained.

A director may be elected by an ordinary resolution of the company or be appointed by the existing directors. At each Annual General Meeting any director appointed by the directors, plus one-third of the other directors by rotation must retire and are eligible for re-election.

#### **ii. Recruiting Trustees & Induction:**

The charity continues to recruit new trustees where possible, both by an open recruitment process and through identification of targeted individuals with useful skills and knowledge. This fiscal year the Company Secretary (Myles Ewen) left the Board of Trustees leaving a vacancy. Anza Entrepreneurs used Charity Job, Reach Volunteering and LinkedIn advertising to promote the opportunity and garner interest. Following a thorough recruitment process Anza Entrepreneurs welcomed Anita Muganda onto the board, with her strong operational capabilities,



understanding of running an enterprise in SSA and family connections to Tanzania she addressed a gap in the board's "Skills Matrix".

Anza's recruitment and induction process of new trustees includes; multiple interviews with members of the UK Board of Directors, attending at least 1 board meeting with an opportunity to meet the management team in Tanzania and an onboarding meeting with the Board Chair to dive into the org strategy and current board priorities. Prospective trustees complete a skills audit form and both parties get to know each other better during a 3 month trial period. If agreed they are co-opted as trustees pending formal election at the next Annual General Meeting. New trustees are encouraged to attend a one-day course 'Introduction to Board Membership' with a specialist provider.

Trustees are made aware of their responsibilities under the Companies Act 2006 and the Charities Act 2011, and all are made aware of the nature of the work of the charity. An induction pack is provided including information drawn from the various Charity Commission publications, including 'The Essential Trustee' and 'Hallmarks of an Effective Charity'.

### **iii. Structure**

Anza Entrepreneurs' Board consists of 5 trustees, in FY 2022 the board will discuss growing the board to include a 6th board position. The trustees work closely with Anza Entrepreneurs Tanzania as this entity implements the programming in Tanzania. As the Tanzanian organisation becomes more mature we believe strong, long term staff are crucial in the growth of a professional organisation. There is a stable team located in Tanzania, further breakdown below, consisting of 9 local Tanzanian full-time staff, 1 international full-time staff, 1 international consultant and 2 voluntary International Professionals (mentors). Anza Entrepreneurs Tanzania currently has 2 vacancies; Anza Growth Fund Director and 1 Business Development Adviser. These will be filled in 2022. Anza Entrepreneurs has no UK operations.

## **Fundraising**

### **Trusts and Foundations**

Anza Entrepreneurs UK have maintained good relationships throughout 2021 with various foundations including Segal Family Foundation and The Waterloo Foundation. Anza Entrepreneurs UK secured another year of funding from the Segal Family Foundation for programming in Tanzania.

Anza Entrepreneurs Tanzania have maintained good relationships throughout 2021 with The Doen Foundation, Footprints, 3<sup>rd</sup> Creek Foundation, Human Development Innovation Fund (HDIF) and The Tanzanian Commission for Science and Technology (COSTECH).

### **Institutional Consultancies and Partnerships**

Consultancies and Partnerships secured by Anza Entrepreneurs Tanzania contribute a sizable portion of revenue required for Anza Entrepreneurs Tanzania to run the Accelerator Programme and cover overhead costs. Anza Entrepreneurs Tanzania pursue consultancies for peer organisations working in Tanzania. These activities must contribute towards the vision Anza sees for the country and complement/add value to the main work in the Accelerator.

Anza Entrepreneurs UK encourages Anza Entrepreneurs Tanzania in seeking sustainable sources of fundraising e.g. renting office space at the Anza Hubs or charging interest through the Anza Growth Fund. These sources of earned revenue mean less reliance on grants and foundations.

**Raised Funding:** In total Anza Entrepreneurs UK raised **£58,704** through the financial year. After expenditures of **£62,576** and with our remaining balance we closed the year with **£9,209** in cash on hand.

### **Full-time employees (Anza Tanzania);**

- i. **Director of Client Services:** Dina Kikuli oversees the Accelerator and supports our team of Business Development Advisor
- ii. **Capital Services Manager:** Innocent Ndodyabike is responsible for supporting Anza entrepreneurs' source investments.
- iii. **Business Development Advisor:** Victor Valence is responsible for supporting Anza entrepreneurs at our Arusha office.
- iv. **Accountant:** Stephen Minja is responsible for the day-to-day finances, such as keeping a cashbook and payroll.
- v. **Fundraising and Partnerships:** Alyssa Shamshudin oversees the fundraising strategy and manages donor-funded projects.

### **Marketing and Communications**

While maintaining our online presence through Anza's website, social media platforms and Ad grants account, Anza also focuses on offline marketing, directly approaching high potential businesses and partners.

### **Reserves Policy**

Due to Tanzanian programmes requiring additional funding, the reserves from last year were utilised on Tanzanian programmes, and the reserves policy suspended.

We aim to reinstate the reserves policy this year to establish 3 months working capital/ operational expenditure. 3 months is deemed appropriate, as this is the amount of time needed to review all existing activities and expenditure that could be curtailed, as well as identify other sources of funding, if any funding issues were to arise. The trustees feel this is an appropriate amount to target in the coming year.

This amount was decided on by following the risk identification approach of analysing existing funds; reviewing future income streams and their reliability; reviewing expected expenditure and the extent to which it can be controlled; assessing the risk of potential commitments and the likelihood of them arising.

### **Related Party Transactions**

Transactions with related parties in the current period are disclosed in the relevant notes to the Financial Statements with prior period comparatives.

### **Risk Review**

Anza recognises that all significant activities undertaken are subject to risk, for that reason during the planning stages of each significant activity a risk review is undertaken to identify the risks involved and implement a mitigation strategy.

Anza has a Risk Management framework which outlines how to assess risk status using probability and impact. We regularly monitor risks – identification and mitigation strategy for each individual risk. All high risks are discussed at quarterly board meetings. When a risk is deemed as “high risk” and dedicated Board attention is required on the risk mitigation these items will be delegated for specific Board Committees to work on, so progress is made in between quarterly board meetings. Any work conducted is brought to the whole board during quarterly meetings.

The three main areas of risk were identified and worked on in FY 2021:

- i. Governance Risks,
- ii. International Projects,
- iii. Financial Risks.

#### **i. Governance Risks:**

- Integration/ collaboration of Anza UK & TZ board
- Incomplete board charter

**Mitigation:**

- Continued expansion of the board in 2021 via new trustee recruitment and induction processes, resulting in Anita Muganda joining the board.
- Development of better communication channels with Anza's TZ staff for more transparent and participatory decision making. This has been primarily through better utilisation of Board Committees which allows Board members to work closely with Anza Entrepreneurs Tanzania's staff on specific projects including; Anza Growth Fund, HR and Programs/Impact.

**ii. International Projects:**

- Type of projects undertaken: must meet aims and objectives
- Location of the projects: safety, need, and accessibility
- Investment – justification and predicted outcome.
- Presence within the communities.

**Mitigation:**

- Sensitisation meetings to ensure communities are aware and pleased with Anza's presence.
- Thorough research into each risk and not rushing into an activity.
- The MD of Anza Entrepreneurs Tanzania (Edgar Masatu) and Director of Finance/Operations (Joshua Ellis) participated in all Board meetings, apart from the in-camera portion. This was to ensure that on the ground perspective is kept central to strategic and programmatic decisions.
- When expanding to new regions, working with local talent or partners where possible.

**iii. Financial Risks:**

- Fundraising goals not met in time, putting operations of the charity at risk

**Mitigation:**

- Anza uses a hybrid fundraising model to ensure we are not overly reliant on donor funds.
- Anza Entrepreneurs UK encouraged Anza Entrepreneurs Tanzania in seeking sustainable sources of fundraising e.g. renting office space at the Anza Hubs or charging interest through the Anza Growth Fund. These sources of earned revenue mean less reliance on grants and foundations. This has been a successful strategy in FY 2021, with only 1 source of funding being secured by Anza Entrepreneurs UK (Segal Family Foundation).
- Reviewing the reserves policy.

**Future Plans**

1. Amplify Anza as the go to growth stage Entrepreneur Support Organisation in Tanzania;

2. Work with 90 growth stage Entrepreneurs through Business Foundations & Investment Readiness Accelerators in FY 2022;
3. Reach and improve over a million lives in Tanzania through life improving products and services by our clients;
4. Maintain 65% Financial Sustainability;
5. Capitalise Anza Growth Fund to \$500,000 ready to disburse through loan and investment facilities.

### **Legal and Administrative Information**

#### **Contact details:**

**Website:** [www.anza.co.com](http://www.anza.co.com)

**Email:** [info@anza.co.com](mailto:info@anza.co.com)

**Charity number:** 1137679

**Company number:** 6958439

#### **Constitution**

The company has no share capital but is limited by the guarantees of its members. The liability of the members is restricted to £10 each. The company is governed by its revised Articles of Association which were adopted on 1 August 2010.

**Trustees**

Potential new trustees go through a screening process with current board members including interviews. As part of the recruitment process, potential trustees 'sit in' on a number of board meetings as observers and give their comments after. At the end of this process all current trustees need to agree on the new appointee.

The trustees during the period (who are also the directors for the purposes of company law) were:

- Krupa Patel (appointed 12/03/2011)
- Myles Ewen (resigned 23/03/2022)
- Purav Harish Patel (appointed 17/10/2012)
- Lucas Perlman (appointed 16/11/2018)
- Shivani Patel (appointed 10/04/2016)
- Anita Muganda (appointed 23/03/2022)

**Company secretary**

The appointed company secretary is Anita Muganda

**Registered Office:**

4 Adrian Close  
Porthcawl  
South Wales  
CF36 3LX

**Registered Bank:**

Natwest  
Cardiff North Branch  
21 High Street  
CF5 2YT

**Independent Examiner:**

Frances Wilde  
Warner Wilde LTD  
4 Marigold Drive  
Surrey  
GU24 9SF

### **Statement of Trustees' Responsibilities**

The law applicable to incorporated charities in England and Wales requires the trustees, who are also directors of the company, to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of its financial activities during the year. In preparing those financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards and statements of recommended practice have been followed subject to any 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 charitable company will continue in operation.

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

The financial statements have been prepared in accordance with current statutory requirements, the current Statement of Recommended Practice, and the Financial Reporting Standard for Small Entities.

The trustees, who are directors for the purposes of company law, present their report, together with the financial statements of the charitable company for the year ended 31 October 2021.

Approved on behalf of the trustees:

A handwritten signature in dark ink, appearing to be "S Patel", written over a horizontal line.

Name: S Patel (Trustee)

14<sup>th</sup> July 2022

Date





## **INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF**

# **Anza Entrepreneurs Limited**

I report on the financial statements of the charity for the year ended 31 October 2020, which comprise the following Statement of Financial Activities, Balance Sheet and supporting notes.

### **Respective responsibilities of trustees and examiner**

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the financial statements. The trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed. I am qualified to undertake the examination by being a qualified member of the Association of Independent Examiners.

It is my responsibility to:

- examine the financial statements under Section 145 of the Charities Act;
- follow the procedures laid down in the General Directions given by the Charity Commissioners under Section 145(5)(b) of the Charities Act); and
- state whether particular matters have come to my attention.

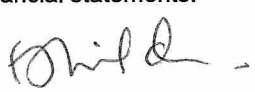
### **Basis of independent examiner's statement**

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

### **Independent examiner's statement**

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

- a) accounting records have not been kept in accordance with section 386 of the Companies Act 2006;
- b) the accounts do not accord with such records;
- c) that they fail to comply with the relevant accounting requirements under section 396 of the Companies Act 2006 or are not consistent with the Charities SORP (FRS102);
- d) any matter which the examiner believes should be drawn to the attention of the reader to gain a proper understanding of the financial statements.

  
FJ Wilde FCCA DChA  
Warner Wilde Limited  
Chartered Certified Accountants and Registered Auditors  
4 Marigold Drive  
Bisley  
Surrey  
GU24 9SF

14 July 2022

## Anza Entrepreneurs Limited

### STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 OCTOBER 2021

	Note	Unrestricted £	Restricted £	Total 2021 £	Total 2020 £
<b>INCOME</b>					
Donations and grants	2	58,704	0	58,704	96,301
Charitable Activities		0	0	0	0
Other trading activities		0	0	0	0
<b>Total Income</b>		<b>58,704</b>	<b>0</b>	<b>58,704</b>	<b>96,301</b>
<b>Expenditure</b>					
Raising Funds	3	1,684	0	1,684	1,652
Charitable Activities	4	59,558	0	59,558	96,862
		<b>61,242</b>	<b>0</b>	<b>61,242</b>	<b>98,514</b>
<b>Net income/(expenditure)</b>		<b>(2,538)</b>	<b>0</b>	<b>(2,538)</b>	<b>(2,213)</b>
<b>Total funds brought forward</b>		<b>13,081</b>	<b>0</b>	<b>13,081</b>	<b>15,294</b>
<b>Total funds carried forward</b>		<b>10,543</b>	<b>0</b>	<b>10,543</b>	<b>13,081</b>

There are no recognised gains and losses other than those passing through the income and expenditure account. All income and expenditure is in respect of the charitable company's continuing activities.

# Anza Entrepreneurs Limited

## BALANCE SHEET AS AT 31 OCTOBER 2021

		31 October 2021		31 October 2020	
	Note	£	£	£	£
<b>Current Assets</b>					
Debtors and Prepayments	8	631		0	
Bank and Cash		10,812		14,534	
		<u>11,443</u>		<u>14,534</u>	
<b>Current Liabilities: amounts due within one year</b>					
Creditors	9	(900)		(1,453)	
<b>Net Current Assets</b>					
			10,543		13,081
<b>Total Net Assets</b>					
			<u><b>10,543</b></u>		<u><b>13,081</b></u>
<b>Represented by:</b>					
Restricted Funds			0		0
Unrestricted Funds			10,543		13,081
<b>Total Funds</b>			<u><b>10,543</b></u>		<u><b>13,081</b></u>

The company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit under section 476 of the Companies Act 2006.

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

These financial statements have been prepared in accordance with the provisions applicable to small companies subject to the small companies regime and in accordance with the Financial Reporting Standard 102 Charity SORP.

Approved by the trustees on 14th July 2022 and signed on their behalf:



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S Patel (Trustee)

# Anza Entrepreneurs Limited

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 OCTOBER 2021

### 1. Accounting Policies

#### *Basis of Accounting*

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)(effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS102.¶

The charity has taken advantage of the provisions in the SORP for charities applying FRS102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £. The financial statements have been prepared under the historical cost convention.¶

#### *Funds*

Restricted funds are funds which must be used in accordance with specific restrictions imposed by the donor or the terms of a specific appeal. Expenditure which meets this criteria is drawn from the fund.

Unrestricted funds are those which can be used for any purpose in furtherance of the charitable objects.

Designated funds are a subdivision of unrestricted funds, set aside by the trustees.

#### *Income*

Income is included in the accounts once the charity has entitlement, the amount can be measured with sufficient reliability and there is probability of receipt.

Earned income is included in the period in which the service is provided, if any performance conditions have been met, or are fully in control of the charity.

Donations are included when given, together with an estimate of the related gift aid due thereon.

Legacies are included when the date of probate is ascertained and the amount receivable can be reliably estimated.

Going Concern: At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the

#### *Expenditure*

Expenditure is included on an accrual basis when incurred, that is when legal constructive obligation arises, and included related irrevocable VAT.

Future liabilities are included at the best estimate of the amount required to settle them.

The value of services provided by volunteers are not incorporated in these financial statements. Where services are provided to the charity as a donation that would normally be purchased from our suppliers, this contribution is included in the financial statements at an estimate based on the value of the contribution to the charity.

#### *Fixed Assets*

Individual assets with a cost of more than £500 and an expected useful life of more than two years are capitalised.

Fixed assets are stated at cost less accumulated depreciation.

Depreciation is charged on a straight line basis at rates estimated to write-off the value of the assets over their useful lives:

Office Equipment	36 months straight-line basis
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# Anza Entrepreneurs Limited

## NOTES TO THE ACCOUNTS FOR THE Year ended 31 October 2021

### 2. Donations and grants

	Unrestricted £	Restricted £	Total 2021 £	Total 2020 £
Grants Receivable:				
Segal Family Foundation	58,228	0	58,228	65,676
The Waterloo Foundation	0	0	0	30,000
Donations	476	0	476	625
	<b>58,704</b>	<b>0</b>	<b>58,704</b>	<b>96,301</b>

During the Year ended 31 October 2021, the charity received grants from the Segal Family Foundation to meet projected costs in Tanzania.

### 3. Raising Funds

	Unrestricted £	Restricted £	Total 2021 £	Total 2020 £
Fundraising & awareness	133	0	133	104
Support Costs allocated (Note 7)	1,551	0	1,551	1,548
	<b>1,684</b>	<b>0</b>	<b>1,684</b>	<b>1,652</b>

### 4. Charitable Activities

	Unrestricted £	Restricted £	Total 2021 £	Total 2020 £
Grant Expenditure - Anza Entrepreneurs Limited Tanzania	52,092	0	52,092	85,960
Project work in Tanzania	6,801	0	6,801	10,239
Support Costs allocated (Note 7)	665	0	665	663
	<b>59,558</b>	<b>0</b>	<b>59,558</b>	<b>96,862</b>

### 5. Support Costs

	Cost of Generating Funds 70% £	Charitable Activities 30% £	Total 2021 £	Total 2020 £
Office Costs	921	395	1,316	1,284
Office overheads	0	0	0	127
Independent examination	629	270	899	800
	<b>1,550</b>	<b>665</b>	<b>2,215</b>	<b>2,211</b>

## 6. Staff Costs

The company did not have any employees as at 31 October 2021 (31 October 2020: Nil)

## 7. Trustees' remuneration and expenses

No reimbursement was made for any trustee's expenses during the year ended 31 October 2021 (Year ended 31 October 2020: Nil)

## 8. Debtors

	31 October 2021 £	31 October 2020 £
Prepayments	631	0
Accounts Receivable	0	0
	<u>631</u>	<u>0</u>

## 9. Creditors

	31 October 2021 £	31 October 2020 £
Accruals and deferred income	(900)	(1,453)
	<u>(900)</u>	<u>(1,453)</u>

## 10. Related Party Transactions

There were no related party transactions.

## 11. Volunteer time donated

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

## 12. Legal Form

Anza Entrepreneurs Ltd is a charitable company, registered with both Companies House and the Charity Commission, for England and Wales. The registered office is 4 Adrian Close Porthcawl, South Wales, CF36 3LX.