

PROJECT SHELTER WAKADOGO  
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024

Shenward (London) Limited  
Formerly known as  
John Cumming Ross Limited  
Chartered Certified Accountants  
1st Floor, Kirkland House  
11-15 Peterborough Road  
Harrow  
Middlesex  
HA1 2AX

# PROJECT SHELTER WAKADOGO

## LEGAL AND ADMINISTRATIVE INFORMATION

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Trustees	Mrs A Charbonneau Mrs N Williamson Mrs F Williamson Still Mr A Keshwani Mr N S Akbarali Ms A Messick
Charity number	1141432
Principal address	22 Cargill Road London SW18 3EB
Independent examiner	Mr D P Unarket Shenward (London) Limited Formerly known as John Cumming Ross Limited Chartered Certified Accountants 1st Floor, Kirkland House 11-15 Peterborough Road Harrow Middlesex HA1 2AX

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# PROJECT SHELTER WAKADOGO

## CONTENTS

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	Page
Trustees' report	1 - 4
Independent examiner's report	5
Statement of financial activities	6
Balance sheet	7
Notes to the financial statements	8 - 11

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# PROJECT SHELTER WAKADOGO

## TRUSTEES' REPORT

### FOR THE YEAR ENDED 31 AUGUST 2024

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The trustees present their report and financial statements for the year ended 31 August 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Charities Act 2011 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 (FRS 102) (effective 1 January 2015)"

#### Objectives and activities

Project Shelter Wakadogo in Gulu, Uganda, has flourished from a school with only two classrooms founded in the wake of war to now educating over **494 girls and boys** with one of the highest student retention rates in the country. Its commitment to providing quality education, nutritious school meals, vocational training and healthcare for students and the surrounding community has seen the school become a second home for many. Project Shelter Wakadogo is a pre-primary and primary not-for-profit school located in Gulu in Uganda, and is a registered charity in the UK, Canada and Uganda.

Wakadogo's vision is to educate a new generation of children in Northern Uganda by providing a quality education that enables them to shape a prosperous future for themselves. We believe that education is the most powerful and effective way to change lives.

#### Achievements and performance

##### Academic Excellence in 2023

In 2023, Wakadogo School continued to uphold its reputation as one of the top-performing schools in Gulu. The school maintained a **100% pass rate** in the national Primary Leaving Examinations, with all 41 Primary school students successfully graduating. Among them, 7 students earned a **first grade (equivalent to an A)** and 34 received **second grade (equivalent to a B)**—the school's **best academic performance to date**. Wakadogo was ranked **24th out of 70 schools** in the district. Additionally, the school maintained a **100% transition rate to secondary education** and remains proud of having **one of the highest student retention rates** in the country.

##### Leadership Changes

Judith was promoted to Deputy Headteacher 1, after 12 years of service at Wakadogo. She continues to support staff and students while pursuing a Diploma in Counselling Psychology. Jacob has taken on the role of Deputy Headteacher 2 and began a Diploma in Primary Education in August 2024. Both leaders bring valuable experience to their new roles.

##### Counselling Support for Students

In July 2024, the school inaugurated a dedicated Counselling Room, allowing Judith to provide much-needed emotional and psychological support to students. The program addresses challenges such as poverty, domestic violence, and health issues that impact students' learning and well-being.

##### Music, Dance and Drama

Wakadogo students achieved second place out of eight schools at the Music, Dance, and Drama Festival held on July 26, 2024. Their performances not only showcased their artistic talents but also played an important role in educating the community on social issues. These art forms are vital in preserving Uganda's cultural heritage and promoting social change.

##### Robotics and STEM Training

In May 2024, Wakadogo partnered with Fundi Bots to launch a robotics and STEM training program. P.5 students participated in six sessions, learning hands-on science and developing critical thinking and teamwork skills. Continued training will require the purchase of robotics kits, as the initial sessions were provided free.



# PROJECT SHELTER WAKADOGO

## TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2024

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### Vocational Skills Development

The vocational training program, in partnership with Emilliana Fashion and Beauty College, was extended through December 2024. Students are actively learning tailoring, hairdressing, and soap production—skills that help them earn income and support their education. Plans are underway for students to take DIT certification exams, and 15 new sewing machines will be purchased to support training.

### Progress with Hydroponics

The school's hydroponics project continues, though a recent change in growing medium led to disappointing results. The school will revert to its original method and explore new suppliers to improve outcomes. Hydroponics offers sustainable, soil-less farming that teaches students innovative agricultural techniques.

### Forest Project

Launched in August 2024, the Wakadogo Forest Project aims to restore local ecosystems by planting 1,630 *Maesopsis eminii* trees. This initiative supports environmental conservation and, in the future, will generate funds for the school through sustainable timber harvesting.

### Nutritious School Meals

To combat hunger and promote learning, Wakadogo continues to provide two free nutritious meals daily, including on Saturdays during extra programs. These meals support students' health, reduce absenteeism, and ease the financial burden on families.

### Community Health Centre

Since March 2023, the Acoyo Health Centre has been managed by OneDay Health and the Diocese of Northern Uganda. Staffed by a nurse and lab assistant, it has served over 2,100 students and community members in 2024. The centre offers essential healthcare services, health education, and vaccinations, reinvesting all profits back into school and clinic operations.

### Financial review

The results for the year are disclosed in the Statement of Financial Activities.

Reserves are held to ensure the charity is well placed to meet future demands on its resources. The levels of reserves are able to meet the expected fixed costs of the charity for at least 12 months.

### Plans for the future

The Charity has developed the following strategic plan for 2024-25:

#### 1. Increase Student Well-being and Academic Performance:

- Enhance the overall well-being and academic performance of students through comprehensive support programs, including access to quality education, nutritious meals, basic healthcare, and vocational training.
- Implement strategies to improve student retention, engagement, and success rates, ensuring that every student can reach their full potential.

# PROJECT SHELTER WAKADOGO

## TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2024

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### 2. Strengthen Community Partnerships and Engagement:

- Foster strong partnerships and collaboration with parents, community leaders, local businesses, NGOs, and government agencies to support the holistic development of students and address community needs.
- Engage stakeholders in the design, implementation, and evaluation of school programs and initiatives, promoting transparency, accountability, and shared ownership of goals and outcomes.

### 3. Enhance Infrastructure and Resources:

- Invest in upgrading and expanding school infrastructure, including classrooms, health centre, library, computer laboratory and recreational facilities and a community/technical vocational training centre to create a conducive learning environment that meets the needs of students and staff.
- Ensure access to adequate resources, technology, and materials to support effective teaching and learning across all subjects and disciplines.

### 4. Promote Sustainable Growth and Innovation:

- Develop a culture of continuous improvement and innovation, fostering creativity, critical thinking, and problem-solving skills among students, teachers, and administrators.
- Identify opportunities for programmatic growth, diversification, and sustainability, leveraging emerging trends, technologies, and best practices in education, health care, and vocational training.

These high-level objectives provide a strategic framework for Wakadogo School to pursue its mission and vision, guiding decision-making and resource allocation to maximize impact and achieve long-term success.

### Structure, governance and management

Project Shelter Wakadogo ("The Charity") is an unincorporated association, governed by a constitution adopted on 31 January 2011. It is registered as a charity in England and Wales, number 1141432.

The trustees who served since the start of the period were:

Mrs A Charbonneau  
Mrs N Williamson  
Mrs F Williamson Still  
Mr A Keshwani  
Mr N S Akbarali  
Ms A Messick

Trustees are recruited from people who have an interest in advancing education internationally. They are appointed by vote of existing trustees. Trustees meet regularly and are responsible for the strategic direction and policy of The Charity.



# PROJECT SHELTER WAKADOGO

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## TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2024

### Statement of Trustees' responsibilities

The trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

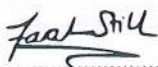
The law applicable to charities in England & Wales requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue to operate.

The trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. 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 Trustees' report was approved by the Board of Trustees.



Mrs F Williamson Still

Trustee

Dated: 16 June 2025

# PROJECT SHELTER WAKADOGO

## INDEPENDENT EXAMINER'S REPORT

### TO THE TRUSTEES OF PROJECT SHELTER WAKADOGO

I report on the financial statements of the charity for the year ended 31 August 2024, which are set out on pages 6 to 11.

This report is made solely to the charity's trustees, as a body, in accordance with section 145 of the Charities Act 2011. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

#### Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the financial statements. The charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

It is my responsibility to:

- (i) examine the financial statements under section 145 of the 2011 Act;
- (ii) to follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- (iii) to state whether particular matters have come to my attention.

#### Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements, and seeking explanations from you as 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 next statement.

#### Independent examiner's statement

In connection with my examination, no other matter except that referred to in the previous paragraph has come to my attention:

- (a) which gives me reasonable cause to believe that in any material respect the requirements:
  - (i) to keep accounting records in accordance with section 130 of the 2011 Act; and
  - (ii) to prepare financial statements which accord with the accounting records, and comply with the accounting requirements of the 2011 Act;
 have not been met or
- (b) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.



Mr D P Unarket FCCA  
 Shenward (London) Limited  
 Formerly known as  
 John Cumming Ross Limited  
 Chartered Certified Accountants  
 1st Floor, Kirkland House  
 11-15 Peterborough Road  
 Harrow  
 Middlesex  
 HA1 2AX

Dated: 17/06/2025



# PROJECT SHELTER WAKADOGO

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## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 AUGUST 2024

	Notes	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 £
<b><u>Income from:</u></b>					
Donations and legacies	2	32,618	8,232	40,850	84,276
<b><u>Expenditure on:</u></b>					
Charitable activities	3	37,583	37,150	74,733	63,524
Other	5	1,831	-	1,831	1,728
<b>Total resources expended</b>		<b>39,414</b>	<b>37,150</b>	<b>76,564</b>	<b>65,252</b>
<b>Net (expenditure)/income for the year/ Net movement in funds</b>		<b>(6,796)</b>	<b>(28,918)</b>	<b>(35,714)</b>	<b>19,024</b>
<b>Fund balances at 1 September 2023</b>		<b>45,246</b>	<b>37,110</b>	<b>82,356</b>	<b>63,332</b>
<b>Fund balances at 31 August 2024</b>		<b>38,450</b>	<b>8,192</b>	<b>46,642</b>	<b>82,356</b>

# PROJECT SHELTER WAKADOGO

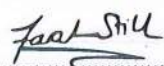
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## BALANCE SHEET

AS AT 31 AUGUST 2024

	Notes	2024 £	£	2023 £	£
Current assets					
Debtors	6	-		14,709	
Cash at bank and in hand		46,642		67,647	
		<u>46,642</u>		<u>82,356</u>	
Creditors: amounts falling due within one year		-		-	
Net current assets			46,642		82,356
Income funds					
Restricted funds			8,192		37,110
Unrestricted funds			38,450		45,246
			<u>46,642</u>		<u>82,356</u>

The financial statements were approved by the Trustees on 16 June 2025

  
 .....  
 Mrs F Williamson Still  
 Trustee

# PROJECT SHELTER WAKADOGO

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

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### 1 Accounting policies

#### 1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102"), "Accounting and Reporting by Charities" the Statement of Recommended Practice for charities applying FRS 102, the Charities Act 2011 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015. The charity is a Public Benefit Entity as defined by FRS 102.

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. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

At the time of approving the financial statements, the trustees have reasonable expectation and assurance that the company will have adequate resources to continue its operations for the foreseeable future.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

#### 1.4 Incoming resources

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Donated goods, services or facilities are included in incoming resources when the benefit to the charity is reasonably quantifiable and measurable. They are valued by the trustees at the amount the charity would have been willing to pay for the goods, services or facilities on the open market value. the charity does not recognise the volunteer according to Statement of Recommended Practice for charities applying FRS 102.

#### 1.5 Resources expended

Costs of activities in furtherance of the charity's objects comprise those costs incurred by The Charity as a result of the delivery of its service. Costs of generating funds comprise the costs associated with attracting voluntary income together with cost of goods sold. Governance costs comprise those costs incurred by the charity in meeting its constitutional and statutory requirements.

#### 1.6 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks.



## PROJECT SHELTER WAKADOGO

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

## FOR THE YEAR ENDED 31 AUGUST 2024

## 1 Accounting policies

(Continued)

## 1.7 Financial instruments

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

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

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

## 1.8 Taxation

The charity is recognised by HM Revenue & Customs and therefore benefits from certain exemptions from taxation on income and gains, to the extent that they are applied for charitable purposes.

No tax charges have arisen in the charity.

## 2 Donations and legacies

	Unrestricted funds	Restricted funds	Total 2024	Total 2023
	£	£	£	£
Donations and gifts	32,618	8,232	40,850	84,276
	=====	=====	=====	=====
For the year ended 31 August 2023	31,824	52,452		84,276
	=====	=====		=====

## PROJECT SHELTER WAKADOGO

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2024

3 Charitable activities								
	World's Best School Prize	General expenses	Emiliana Vocational Training	Hydroponics Project	Forest Project	Total 2024	Total 2023	
	£	£	£	£	£	£	£	
Charitable expenditure	27,605	37,583	5,623	1,632	2,290	74,733	63,524	
	=====	=====	=====	=====	=====	=====	=====	
Analysis by fund								
Restricted funds	27,605		5,623	1,632	2,290	37,583		
Unrestricted funds		37,583				37,150		

General expenses of the charity comprises of day to day running costs of the school including teacher salaries, school meals for students, learning materials and all other resources required in operating the school.

## PROJECT SHELTER WAKADOGO

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

## FOR THE YEAR ENDED 31 AUGUST 2024

## 4 Employees

There were no employees during the year.

## 5 Other

	2024	2023
	£	£
Bank charges	831	728
Accountancy services	1,000	1,000
	<u>1,831</u>	<u>1,728</u>

The charity received accountancy services worth £1,000. The value of these services is recognised as a donation and an equivalent charge included within accountancy services.

## 6 Debtors

	2024	2023
	£	£
Amounts falling due within one year:		
Other debtors	-	14,709
	<u>-</u>	<u>14,709</u>

## 7 Analysis of net assets between funds

	General £	Restricted £	Total £
Fund balances at 31 August 2024 are represented by:			
Current assets/(liabilities)	38,450	8,192	46,642
	<u>38,450</u>	<u>8,192</u>	<u>46,642</u>

## 8 Related Parties

The Charity is part of a group of Charities under common control; as well as this charity, the group includes other charities, also called Project Shelter Wakadogo which are based in Uganda and in Canada. The charity raises funds which it provides to the Ugandan charity which operates a school in Acoyo Northern Uganda, which provides an early childhood education centre and primary school for over 400 young children.