

TRUSTEES' ANNUAL REPORT

Charity Name: National Africa Center

Charity Registration Number: 1157212

Principal Address: 44 Lancaster Gate, London - Room 322- W2 3NA

Reporting Period: 01/04/2024 - 31/03/2025

Date Report Approved by Trustees:

OPERATIONAL STATUS AND CHARITABLE ACTIVITIES IN 2025

Statement of Dormancy

The charity was completely dormant throughout 2025 and did not operate any services or deliver any charitable activities during this period.

No beneficiaries were served, no staff were employed, and no programmatic activities were undertaken.

Reasons for Dormancy

The trustees made the deliberate decision to place the charity in dormant status during 2025 due to the following circumstances:

- **[Governance restructuring]:** The trustees undertook essential governance reforms to strengthen compliance and operational frameworks. This period of dormancy allowed time to implement new policies, procedures, and management systems without the operational pressures of delivering services.
- **[Funding constraints]:** The charity's financial position was insufficient to maintain service delivery at the necessary standard. Rather than compromise service quality, trustees determined that a period of dormancy was in the best interests of future beneficiaries.

- **[Strategic review]:** The trustees commissioned a comprehensive strategic review of the charity's mission, activities, and beneficiary needs to ensure the charity's future direction aligns with contemporary needs and stakeholder expectations.
- **[Safeguarding review]:** A review of safeguarding procedures and policies was undertaken, requiring the suspension of activities during the assessment and implementation phase.
- **Personal and family issues**

Trustee Accountability

The trustees acknowledge the serious nature of operating a dormant charity and confirm that:

1. This decision was made collectively by all trustees in the charity's best interests
2. The decision was documented and recorded in trustee meeting minutes
3. The Charity Commission was notified of this status
4. Proper stewardship of charity assets has been maintained throughout the dormant period
5. All statutory duties and compliance obligations have been fulfilled
6. The charity has remained registered and compliant with charity law

The trustees recognise that holding registered charity status carries inherent responsibilities. The decision to remain dormant rather than cease operations was made because the trustees believe the charity will resume operations in the foreseeable future and continues to serve a valuable charitable purpose.

FINANCIAL REVIEW

Financial Position

Income and Expenditure (Year Ended 31 March 2025)

The Charity was dormant all year

Reserves Policy

The charity maintains a reserves policy to ensure sufficient funds are available to:

- Cover essential governance and compliance costs
- Enable a responsible transition to operational status when appropriate
- Provide contingency for unexpected expenditure

Going Concern

The trustees have assessed the charity's position and confirmed that, despite dormancy in 2025, the charity is a going concern.

SECTION F: FUTURE PLANS AND RETURN TO OPERATIONS

Strategic Direction

The trustees are committed to resuming the charity's charitable activities and have developed a detailed Operational Resumption Plan. Key elements include:

Phase 1: Governance and Compliance Completion (Q1–Q2 2026)

- Finalisation of all outstanding governance policies and procedures
- Completion of trustee training and development programme
- Update of safeguarding protocols and risk assessments
- Establishment of operational management structures

Phase 2: Stakeholder Engagement (Q2 2026)

- Consultation with beneficiaries and service users regarding future service delivery
- Engagement with partner organisations and referral agencies
- Fundraising campaign to secure resources for operational restart
- Staff recruitment and training (if applicable)

Phase 3: Service Resumption (Q3–Q4 2026)

- Phased restart of charitable activities
- Gradual scaling of services based on available resources and demand
- Implementation of lessons learned from strategic review period
- Establishment of robust monitoring and evaluation systems

Funding and Resource Requirements

The trustees recognise that resumption will require :

- Grant applications to statutory funders
- Fundraising campaigns targeting individual donors
- Partnership development with [relevant organisations]
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Lessons Learned

The period of dormancy has provided valuable opportunity for reflection. The trustees have identified the following learning points to strengthen future operations:

- Enhanced governance and risk management frameworks
- Improved financial forecasting and sustainability planning
- Stronger stakeholder communication and engagement
- Better understanding of beneficiary needs and service design
- Refined operational resilience and contingency planning

DECLARATIONS

Compliance Statement

The trustees declare that they have:

1. Complied with their duty to have regard to the Charity Commission's public benefit guidance
2. Maintained adequate records and documentation
3. Safeguarded the charity's assets and financial position
4. Fulfilled all statutory reporting and compliance obligations
5. Acted in accordance with the charity's governing document
6. Exercised proper governance and oversight

Approved by the Board of Trustees

This report was approved by the Board of Trustees on

Signed on behalf of the trustees:

Signature: _____ Lynda Benkerach _____ **Date:** _30/12/2025_____

Name (printed): ____Lynda Benkerach_____ **Title:** Chair

Signature: _____ Imad Guenane _____ **Date:** ____31/12/2025_____

Name (printed): _____ Imad Guenane _____ **Title:** Trustee

