

THE UGANDA SCHOOL PROJECT

England & Wales · Charity number 1171011

Details

Other names TUSP

Status Registered

Legal form CIO

Registered 2017-01-06

Register [View on the Charity Commission register](#)

Contact

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Sandlands Grove
Walton On The Hill
Tadworth
KT20 7UZ

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Email info@theugandaschoolproject.com

Website THEUGANDASCHOOLPROJECT.COM

Activities

Objects: TO ADVANCE THE EDUCATION OF CHILDREN AND YOUNG PEOPLE IN UGANDA BY THE PROVISION OF SCHOOL BUILDINGS, FURNITURE, SPONSORSHIP, EQUIPMENT AND EDUCATIONAL MATERIF ALS.

Activities: The Uganda School Project (TUSP) is a charity founded in 2017 that sets out to support educational development in rural Uganda, developing projects concerning building classrooms, pit latrines and rainwater tanks as well as educational and extra-curricular programmes such as safeguarding workshops, teacher training workshops and a free lunch programme.

Classification

- **How:** Provides Buildings/facilities/open Space
- **What:** Education/training
- **Who:** Children/young People

Geography

- Uganda

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£103,781	£96,164	-	-
2023-12-31	£108,677	£93,720	-	-
2022-12-31	£41,226	£46,472	-	-
2021-12-31	£30,757	£12,547	-	-
2020-12-31	£4,704	£24,501	-	-

Trustees

Name	Role	Appointed
Harold Bucknell	Chair	2017-01-06
Beatrice Ani-Asamoah		2025-09-24
Evelina Lindberg Nilsson		2018-07-27
Kwanele Debra Ndlovu		2025-11-18
Lisa Tracey Wanjiru Karanja		2024-09-13
Solomon Mbubi		2025-09-30

THE UGANDA SCHOOL PROJECT

England & Wales - Charity number 1171011

Accounts



The Uganda School Project

Trustee Annual Report & Accounts 2024

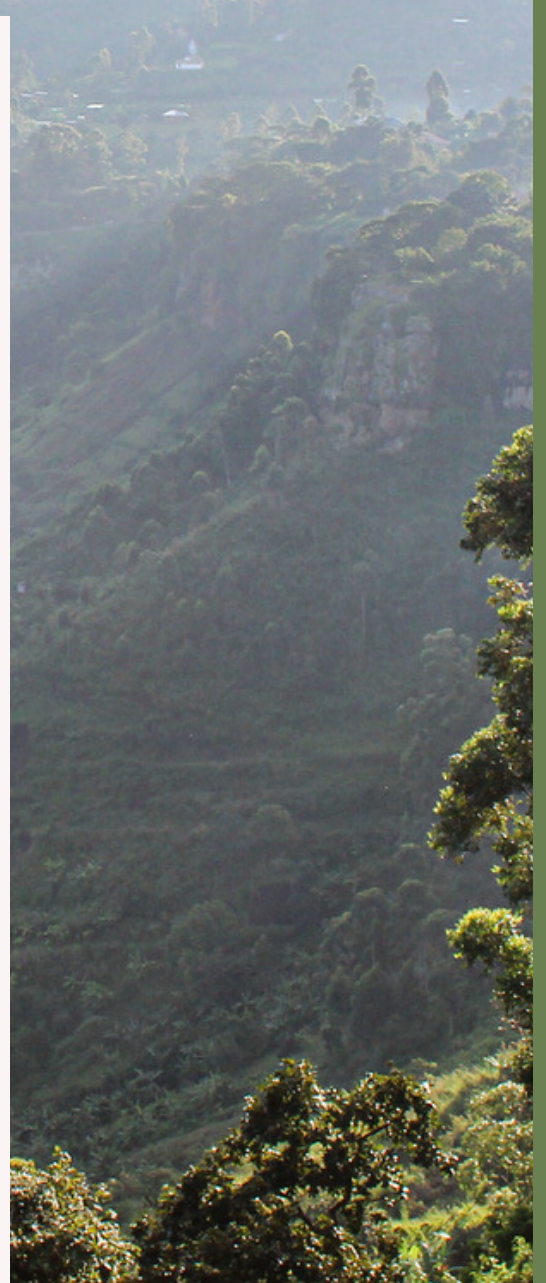


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Why we do what we do

Our Mission

In Uganda, only **3 out of every 10 children** that start primary school go on to finish it, and **over 80% of children** are unable to read and understand a short paragraph by age 10.

This is a severe and deepening learning crisis that threatens Uganda's efforts to develop the health, social and economic development of its citizens, and help the country achieve its Sustainable Development Goals (SDGs).

The country is experiencing exponential population growth - with an **estimated 22 million children aged under 15 years old** - meaning there has never been a more urgent time - or bigger opportunity - to invest in the education of today's children.

That is our mission - **to provide a platform of access to a quality, primary education for vulnerable children of rural Uganda.**

This is because education is the foundation that unlocks human potential. It gives individuals the power and agency to shape their own lives, strengthen communities through shared knowledge, and drives societies towards peace, justice and prosperity.

When we invest in learning, we are investing in freedom: the power to imagine - and then create - a better world for ourselves and for future generations.

Our Values

We are aware that it takes **all of us** to achieve this mission. That is why we work closely with the communities of Namisindwa District, as well as local district education department, to create lasting, sustainable change. We are led by the following core values:

- **Humility** - Open-mindedness to continuous listening, learning, & improving.
- **Evidence-based** - swallow ego, follow data
- **Child-centric** - every child should have the opportunity to flourish into their full potential. Focus on the development of the individual child and work from there.
- **Collaborative** - genuine engagement with community & govt stakeholders to deliver what is wanted and needed.

Combined 'Primary Leaving Exam' pass rate at our intervention schools

90%

Message from the CEO

Dear Friends,

It is an absolute honour to have been made the CEO of this wonderful organisation in 2024, after being closely associated with the charity in various forms since its inception in 2017.

TUSP has wonderful trust and support, both from the communities we work in, and from you, our incredible donors and supporters, and I am extremely passionate in strengthening our mission in years to come.

As part of this mission, we have been working towards strengthening our fantastic Board of Trustees, and are delighted to have appointed Lisa Karanja a new trustee.

After a period of settling in, she will replace the outgoing Harry Bucknell as our Chair of Trustees, to whom we owe a huge debt of gratitude. Quite simply, this organisation would not exist without Harry, and we wish him every success in the future.

Lisa brings a wealth of skills and experience to our mission, and will be the first of several new faces as we enter a new phase of the organisation's life cycle.

Special thanks also to outgoing founding trustees Ellie Smee, João Magalhães, and Kinga Pecak, who have served the organisation's mission with distinction, skill and a warm, friendly attitude always. You will be missed!

In Namisindwa District, 2024 has been another milestone year. Thanks to your incredible generosity, we raised £103,987, which already has, and will continue to, have a lasting impact in the lives of children at Bumakenya, Soono and beyond.

The final piece of our infrastructure development at Bumakenya Primary School was completed – a brand new school kitchen that allows us to serve the over 700 children at the school a nutritious meal every day. A huge thanks to the Lady Ryder of Warsaw Memorial Trust for their support of this project.

At Soono Primary School, we completed 'Phase 2' of our infrastructure development: four additional classrooms, a school kitchen, and rainwater-harvesting tank were all installed on budget and on time.

We closed the year with a Theory of Change workshop, consulting various stakeholders in the community: from parents, to teachers, to district officials, on our shared vision of the future. More details of this work will follow in 2025.

It has been a fantastic year, which has allowed us to support over 1,300 primary school children with a safe, supportive learning environment, providing a platform for children to flourish in to the full potential through a quality foundational education. We very much look forward to what is to come, and I'd like to close with a huge thank you to all of our donors and supporter. Our work would be impossible without your support.

Sean Richardson

CEO
The Uganda School Project



Our 2024 impact at glance

Lives Impacted

An average of 1,387 learners accessing a quality primary education every day.

This means we're reaching **five times more children** with an improved education than in 2018



Infrastructure

In 2024, we constructed...

Four classrooms Two school kitchens



One rainwater tank



...all creating a safe, supportive learning environment for our learners

Exam Results

Our learners achieved a Primary Leaving Exam pass rate of 90% across our schools - our highest ever!

We also had a 43% increase in the total amount of children passing from 2023!



Capacity Building

Two of our Ugandan staff - Bridget and Malisa - enrolled in Post-Graduate Diploma courses at Uganda Management Institute, building their capacity and ours!



Our 2030 Strategy

We now are in a position where we can demonstrate our work has had tangible impact in our intervention schools, and our ambition is to refine and scale this impact across other government schools in Namisindwa District, where education outcomes remain amongst the lowest in the country.

At the same time, we want to strengthen the capacity of our Ugandan organisation and transition to proximate leadership and governance by the end of 2030, to create Ugandan led, sustainable impact in our communities. At the heart of our vision lies four core goals.

1. Lives Impacted

5,000 future leaders in Namisindwa District equipped with a quality foundational education.

- 10 schools built/developed - dependent on access requirements
- 5,000 children reached (daily attendance)
- 750+ children passed Primary Leaving Exams
- 100% literacy & numeracy rates upon leaving

2. Ugandan-led Impact

An authentically Ugandan-led and governed organisation; limited scope of UK organisation

- Autonomous, active governance led by Ugandan board
- Ugandan staff running all operations (programming, finance, fundraising, MEL)
- Development opportunities and talent pipeline for Ugandan existing and future staff
- Limit scope of UK organisation to fundraising only

3. Fund the Impact

Predictable, reliable, diverse sources of income to fund our work

- £1 million raised by December 2030
- Unrestricted funds for growth (HR), shock resilience, investment in the future
- 12-24 month pipeline - planned and predictable income
- Fundraising team in UK and in Uganda

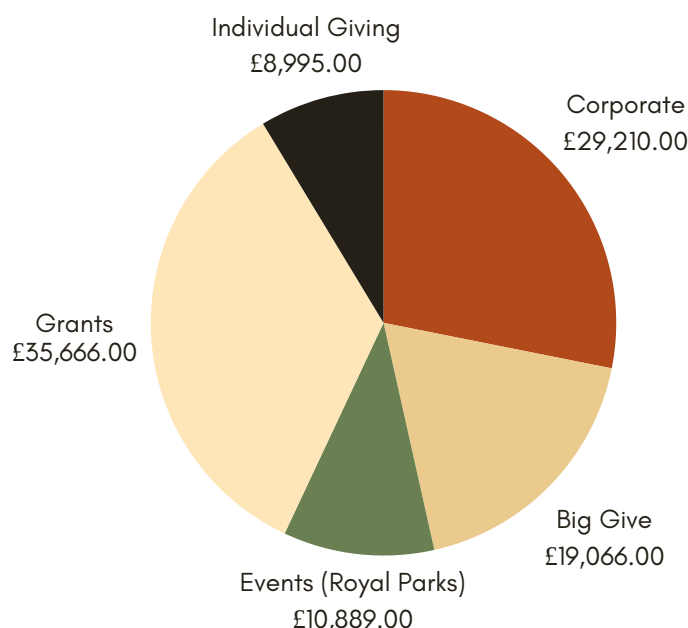
4. Share the Knowledge

Leaders in creating and sharing knowledge, and an inspiration for other organisations.

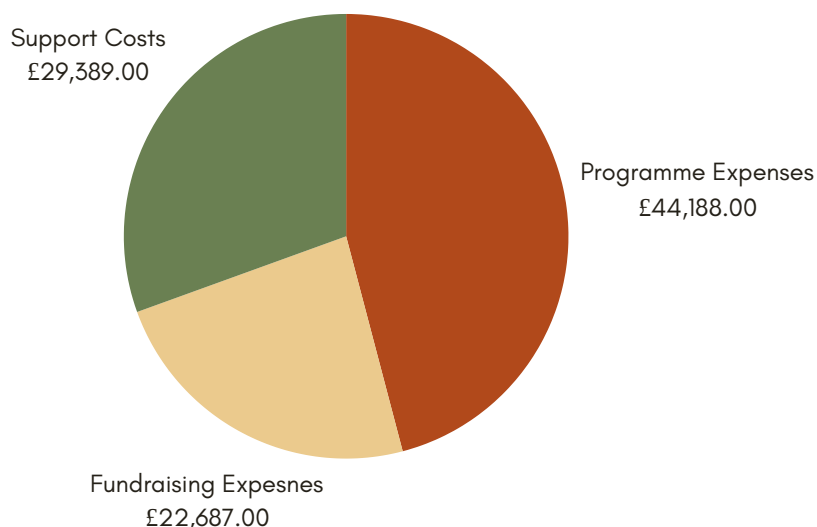
- MEL systems to measure impact across all programmes
- Build/join networks for shared knowledge, learnings, amplification
- Regular and quality communications to position TUSP as thought leader/role model.

2024 by the numbers

2024 Income by source



2024 Expenditure by type



£103,781



Total Income

£96,164



Total Expenses

£26,460



Unrestricted reserves

2024 was another milestone year for the organisation, raising over £100,000 for the second consecutive year, thanks to incredible support from our funders and donors.

- Grants from Trusts and Foundations, and Corporate Donations (largely from our fundraising partnership with Dulwich College school) were two biggest sources of income
- Grants largely came from one source, which we will seek to diversify in coming years to spread the risk of over-dependency.
- Unsuccessful grant applications for further infrastructure development impacted the outlook of our programme expenses for the year.
- We are proud to invest in the long-term growth of the organisation through the appointment of our first full time employee. This will naturally take time to bear fruit.
- 2024 also saw us invest in a fundraising consultant to create and nurture fundraising streams, which again will take some time to bear fruit.
- We were left with cash reserves totalling, £51,917.56, of which £32,912.98 is held in unrestricted reserves.
- We were within our constitution's Reserves Policy, which states we will keep total of 3 months running costs (2025 estimate: £14,974.98)



Thank you to
everyone that
has
contributed to
our mission.

Please read on for our full
Trustee Annual Report and
Financial Accounts for 2024



The Uganda School Project (Reg No. 1171011)- 2024 Annual Returns **Trustee's Annual Report**

1. Legal and Administrative Information

a. Name

The name of the Charitable Incorporated Organisation ("the Charity") is The Uganda School Project. The Charity is registered with the UK Charity Commission, Registration No. 1171011

b. Principal Office

The principal office of the Charity is in Surrey, England

Four Seasons, Sandlands Grove Walton on the Hill, Surrey , KT20 7UZ

c. Trustees

Name

- Harold Bucknell
- Eleanor Smee (1.1.24-8.8.24)
- Evelina Lindberg Nilsson
- Kinga Pecak (1.1.24-19.8.24)
- Naminya Saleh
- Joao Magalhaes (1.1.24-19.8.24)

- Lisa Tracey Wanjiru Karanja - (13.9.24-Present)

(Dates acted if not for whole year)

d. Bankers

Charities Aid Foundation Bank - 25 Kings Hill Ave, Kings Hill, West Malling, ME19 4TA, United Kingdom

Wise Payments Limited - 56 Shoreditch High Street , London, E1 6JJ, United Kingdom

e. Independent Examiners

Andy Hopkins

f. Website

www.theugandaschoolproject.com



2. Structure and Governance

The Uganda School Project was registered in 2017 as a Charitable Incorporated Organisation under the Charity Commission registration no. 1171011, and remains as such.

Our governing document is a constitution, which is based on the CIO Model Constitution as published by the Charity Commission for England & Wales. We work in partnership with our subsidiary organisation in Uganda, The Eastern Education Foundation (Registered as a foreign NGO with registration no. FORP0004452NB) which is responsible for programme delivery and impact evaluation. The UK arm is largely responsible for strategy and fundraising activities. Our policy on working with our partner organisation is available [here](#).

The Charity now has a board of four (4) trustees, a decrease of two from 2023. Three of our founding trustees – Ellie Smee, Kinga Pecak and Joao Magalhaes, have graciously stepped down after exemplary service. They leave with our best wishes. In September 2024 we appointed a new Trustee – Lisa Karanja – and will seek to add more skills and experience to the board in the following year. All trustees give their time voluntarily and receive no remuneration or other benefits.

The Charity has also in 2024 appointed Sean Richardson as its first full time employee, in the position of Chief Executive Officer. Sean manages the strategy, leadership and day to day operations and functionality across all aspects of the organisation. The CEO does not have a vote at Trustee board meetings, but can make recommendations on decision making, including but not limited to the appointment of Trustees. He is contracted for 36 hours per week, with a salary reflecting such, and is reimbursed for all relevant expenses (e.g. travel, training) which are enacted in furtherance of the Charitable objectives of the organisation.

There is a Safeguarding Policy in place, to which all trustees, volunteers and anyone working on behalf of the charity are familiar with and subscribe to. Background checks are carried out prior to commencement of trusteeship or any volunteer work, and the checks are carried out in line with statutory requirements.

3. Objectives

Vision:

To ensure every child in rural Uganda has access to quality Primary School education.

Mission:

Support primary school development in rural Uganda through building infrastructure and educational capacity in collaboration with local actors.

Activities

In furtherance of the above Vision and Mission, the organisation's charitable activities focus on programming that improves access to quality primary school education in rural Uganda by constructing or redeveloping infrastructure such as classrooms, latrines, and clean drinking water, whilst also delivering educational programming to improve the standard of education at the schools with we work with.



This is achieved through programmes that augment the existing training of teaching staff in how to manage large classrooms of mixed abilities with limited resources available, providing catchup literacy and numeracy programmes for children that may need them, and providing guidance and counselling around gender specific issues that may create barriers to education through our 'School Mother' programme..

The trustees have complied with their duty to have due regard to the guidance published by the Charity Commission on the operation of the public benefit requirement.

4. Performance, Activities & Achievements

The performance of the charity was positive in 2024 and continued the upward trajectory of the organisation, in terms of programming, impact, and our fundraising efforts. Below is a review of the prominent achievements of the past year.

Infrastructure & Educational Programming

2024 saw significant positive additions to the infrastructure at both Buameknya Primary School and Soono Primary School, both located in Namisindwa District, Uganda.

At Bumakenya Primary School, works were completed on a brand new on-site School Kitchen with fuel-efficient stove in December 2024. Challenging weather conditions caused the project to experience some delays in the early stages – especially when mobilising materials and early substructure works in January and February 2024. These are usually dry months, and so work was planned to take place over this time, but a combination of unseasonable rain and poor roads meant access to site was made very challenging. Despite this, no extra costs were incurred and the project is now serving over 700 children a nutritious meal every day. This project has been made possible thanks to a generous grant from the Lady Ryder of Warsaw Memorial Trust.

At Soono Primary School, 'Phase 2' of construction works were completed. This included construction of a final two classrooms, a rainwater tank, a school kitchen, as well as the rollout of our school lunch programme, now serving over 700 children daily. The implementation of a clean drinking water system was also planned as part of these works, but has been delayed into 2025 due to the adverse health of the engineer responsible for the project. A series of Teacher Training workshops, originally planned for 2024, will now also take place in 2025 as we refine and enhance the course materials to ensure greater emphasis on decolonising our work and genuinely co-creating the content of the training course with the teaching staff to make it more relevant and contextualised.

Following favourable changes in Foreign Exchange rates, we were left with a surplus upon completion of the works at Soono Primary School. Graciously, our funder allowed us to use the funds to buy a total of 1,117 textbooks

The 'School Mother' Programme continued at Bumakenya Primary School, consisting of weekly workshops for girls (with boys sometimes included, depending on the workshop content) to guide and counsel girls, provide mentorship, and teach them about Sexual and Reproductive Health and Rights. This is carried out to address school dropout, particularly amongst female students.

Leadership Changes



Focus was given to developing the long term sustainability to the organisation in a number of ways this year.

Sean Richardson was appointed as the first full time employee of the organisation, taking up the position of Chief Executive Officer, with a remit to oversee all operations and leadership of the organisation.

Sean's first focus after appointment in April 2024 was to review and update the leadership structure at Trustee level. Three founding trustees; Kinga Pecak, Joao Magalhaes, and Ellie Smees, all agreed to step aside from their positions to allow fresh faces with new skills and experience to join the organisation. The first and very exciting new trustee appointment of Lisa Karanja will be followed in 2025 with others joining the board. A particular focus will be on increasing the representation of Ugandans on both the UK and Ugandan board, and we hope new trustees will offer fresh perspectives on how to move the organisation forward in its new phase of professionalisation and growth.

Capacity Building

Funding was received in late 2023 for developing the capacity of our two Ugandan staff. Masambu Bridget and Nangekhe Malisa have both began their Post-Graduate Diplomas (PGDs) in 'Monitoring and Evaluation' and Project Planning and Management' respectively – intensive courses which will take place at the well-reputed Uganda Management Institute in nearby Mbale on weekends. The course will run until mid-2025 and will equip both Bridget and Malisa with relevant key skills and learnings to develop in their roles with the organisation.

5.. Impact

Attendance

Bumakenya Attendance in 2024 has maintained a high level, with an overall average of 746 pupils attending every day (383 girls: 370 boys). This is a small increase on average attendance from 2023 (710 pupils (357 boys, 366 girls). Despite high pupil:teacher ratios, we view this as a positive in that it indicates that parents in the communities we work in trust the school and the education their children receive. Two new teachers were appointed at Bumakenya Primary School by the Namisindwa District government.

Attendance at Soono rose significantly from 2023. Total daily average throughout the year was 621 (302 girls; 318 boys) which was a 59% increase from 2023 (390 total; 190 girls, 200 boys). Again we feel this reflects trust in our interventions amongst community members – in particular with parents – and we are also content that the increased capacity thanks to our infrastructure development projects at the school can accommodate such high numbers of learners.

Primary Leaving Exam (PLE) Results

PLE Results for 2024 at Bumakenya Primary School were hugely encouraging. The table below shows that there was an increase in both the both total number of candidates passing (2024; 35, 2023; 28) and the rate of passes as a percentage of total candidates (2024; 95%, 2023; 60%). The data demonstrates both that more children in total are completing the prescribed 7 years of primary school, and also an increase in the percentage of pass rates indicates an improved quality education.

Bumakemya Primary School - Year on Year PLE Analysis						
	2018	2019	2020	2022	2023	2024
Div 1	0	0	0	0	0	0
Div 2	0	1	4	2	2	8
Div 3	2	4	11	10	19	22
Div 4	2	0	2	6	7	5
Total Pass	4	5	17	18	28	35
Total Candidates	7	6	24	38	47	37
Pass Rate	57%	83%	71%	47%	60%	95%
Failure Rate	43%	17%	29%	53%	40%	5%

At Soono Primary School, there was also a markedly improved performance in Primary Leaving Exam Results. The total amount of candidates that passed rose from 23 to 38 (a 60% increase), and the percentage pass rate of all candidates rose from 77% to 86. Again, this is wonderful news, and testament to the impact our programming is having. Aims for future years will be to continue to increase the total number of children passing their PLE exams as this will give clear indication that not only are we improving the education for children that attend, we are also reducing dropout in upper primary years.

Soono Primary School PLE Results - 2020-2024			
	2022	2023	
Div 1	0	0	0
Div 2	2	3	6
Div 3	4	13	28
Div 4	6	7	4
Total Pass	12	23	38
Total Candidates	25	30	44
Pass Rate	48%	77%	86%
Failure Rate	52%	23%	14%

These results also put both schools above the Namisindwa District Average PLE Pass Rate (82%) a core objective of The Uganda School Project and one we are immensely proud to have achieved.

5. Financial Review

Fundraising

Total income for 2024 was £103,781, which constitutes a successful year in terms of fundraising, although it is a slight decrease of 2023's figure of £108,677.

Of this total income, £35,666 (2023; £52,889) was awarded across a number of grants from charitable trusts and foundations,, with £10,889 being raised in the 'Royal Parks Half Marathon'.



We raised a significantly higher amount through Individual Giving in 2024 – £8,950 as compared with £5,519 in 2023. £3,571 of that figure came through recurring donations.

£19,066 was also raised through a match funding campaign organised by the Big Give. This was a very satisfactory campaign, supported through our partnership with an independent school in London – Dulwich College – as well as its alumni body the Old Alleynian Association. We raised significantly more than 2023's attempt of £4,941.

The trustees judge fundraising to have been strong, with Sean Richardson's fundraising efforts a key part of his remit and support coming from a fundraising consultant helping to create and nurture funding partnerships. However, it is important to note that overheads and fundraising costs will have risen as a result of this, and in 2025 we will hope to see this upward trajectory continue as we increase as we concurrently increase outlay on fundraising activities.

Expenses

Total expenditure in 2024 was £96,164 (2023: £93,720). This comprises Programme Costs totalling £44,188, with fundraising costs totalling £22,687 and governance and administration costs (including salaries) £29,389.

Of the Programme Expenses, £39,867 was spent on infrastructure and educational development activities, including the kitchen at Bumakenya Primary School, 'Phase 2' of construction at Soono Primary School (see above) as well as the funding of ongoing programmes. The remainder was spent on school supplies and other in-country programme support expenses.

Fundraising costs were significantly higher than 2023. This is due in part to the contracting of a Fundraising Consultant to help building fundraising relationships with the alumni of our partner school, which has already borne fruit and we anticipate will continue to do so in years to come. Additionally, a trip to Uganda in February 2024 was arranged for a member of staff at Dulwich College, our fundraising partner school in London, to visit in anticipation of a future school fundraising trip. Finally, we pre-paid £2,339.25 for places on the 2025 Royal Parks Half Marathon, which we will not see benefit for until October 2025.

Governance and administration costs were significantly higher than 2023. This was anticipated given that TUSP is now employing its first UK staff member, and we do not feel it necessary to try and recategorise these overheads to make for more pleasing reading, as is industry-standard for some. We consider investment in people to be an essential part of the organisation's growth, ambition and sustainability, and we are proud to invest the time and expenditure into growing the organisation in such a way.

Cash Reserves

At the end of 2024, we were left with cash reserves of £47,418 which accounts for the fact that significant restricted grant income had been received but not yet distributed to the relevant programmes. Unrestricted cash reserves totalled £26,460 which the Trustees deemed a healthy financial position.

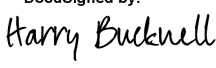
The charity's reserves policy states that we aim to keep 3 months' worth of running costs. Our budget for 2024 estimated 3 months of running costs to be £14,974.98, meaning we were within our target reserves policy. Therefore, the trustees deem that the charity has adequate resources to raise necessary funds and therefore continue to operate and fulfil its charitable objectives for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.



6. Declaration

The trustees declare that they have approved the trustees' report above.

Signed:

DocuSigned by:

21D40FF8F2284FF.....
Harry Bucknell (Trustee)

Date: 10/31/2025

Signed:

DocuSigned by:

7E99F6FFE0BB4F9...
Evelina Lindberg Nilsson (Trustee)

Date: 10/31/2025



CHARITY COMMISSION
FOR ENGLAND AND WALES

The Uganda School Project

1171011

Receipts and payments accounts

CC16a

For the period from	Period start date	To	Period end date
	01/01/2024		31/12/2024

Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Donations	62,300	-	-	62,300	36,416
Fundraising Events	10,889	-	-	10,889	19,152
Grant Funding	10,000	25,666	-	35,666	52,889
Restricted Donations	-	-	-	-	115
Administrative Income (interest etc)	70	-	-	70	37
Refunds	- 5,144	-	-	- 5,144	72
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	78,115	25,666	-	103,781	108,680
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	78,115	25,666	-	103,781	108,680
A3 Payments					
Bank Charges	126	-	-	126	114
Trustee expenses	84	-	-	84	-
Communications and publications	324	-	-	324	304
Fundraising expenses	22,687	-	-	22,687	14,233
Insurance	476	-	-	476	-
Office/General Administrative	718	-	-	718	502
Other Professional Services	1,429	-	-	1,429	4,191
Payroll	24,323	-	-	24,323	1,673
Programme General	4,221	-	-	4,221	7,661
Registration Fees	481	-	-	481	-
School Programs	13,088	26,779	-	39,867	63,787
UK Employee Research & Development	1,392	-	-	1,392	940
Education and Training Programme	-	-	-	-	99
Printing, Postage and Stationery	-	-	-	-	34
Misc	36	-	-	36	51
Sub total	69,385	26,779	-	96,164	93,590
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	69,385	26,779	-	96,164	93,590
Net of receipts/(payments)	8,730	- 1,113	-	7,617	15,090
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	17,730	22,071	-	39,801	24,711
Cash funds this year end	26,460	20,958	-	47,418	39,801

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds				
	Paypal	3,129		-
	Wise	10,297		-
	CAF	33,992		-
	Total cash funds	47,418	-	-

0

23803.35

(agree balances with receipts and payments account(s))

		Agreement Error	Agreement Error	OK
		Unrestricted funds	Restricted funds	Endowment funds
		to nearest £	to nearest £	to nearest £
B2 Other monetary assets	Details			
			-	-
			-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
	HMRC payable		4,038	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees

Signature

Print Name

Date of approval



Independent examiner's report on the accounts

Report to the trustees

Charity Name
The Uganda School Project

On accounts for the year ended

31st January 2024

Charity no
(if any) 1171011

Set out on pages

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended **31/01/2024**.

Responsibilities and basis of report

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed:

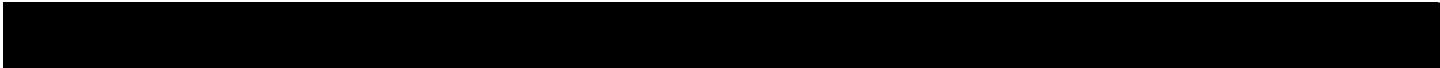
Andy Hopkins

Date: 31/10/2025

Name:

Andy Hopkins

Relevant professional qualification(s) or body (if any):	
Address:	27 Hawker Close
	Birmingham
	B31 2GU



Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

THE UGANDA SCHOOL PROJECT

England & Wales - Charity number 1171011

Accounts

The Uganda School Project – 2023 Annual Returns

Trustee's Annual Report

The Uganda School Project – Charity Commission No. 1171011

1. Legal and Administrative Information

a. Name

The name of the Charitable Incorporated Organisation ("the Charity") is The Uganda School Project. The Charity is registered with the UK Charity Commission, Registration No. 1171011

b. Principal Office

The principal office of the Charity is in Surrey, England

Four Seasons, Sandlands Grove Walton on the Hill, Surrey , KT20 7UZ

c. Trustees

Name

- Harold Bucknell
- Eleanor Smee
- Evelina Lindberg Nilsson
- Kinga Pecak
- Naminya Saleh
- Joao Magalhaes

(Dates acted if not for whole year)

d. Bankers

Charities Aid Foundation Bank

25 Kings Hill Ave, Kings Hill, West Malling, ME19 4TA, United Kingdom

Wise Payments Limited
56 Shoreditch High Street , London, E1 6JJ, United Kingdom

e. Independent Examiners

Andy Hopkins

f. Website

www.theugandaschoolproject.com

2. Structure and Governance

The Uganda School Project was registered in 2017 as a Charitable Incorporated Organisation, and remains as such.

Our governing document is a constitution, which is based on the CIO Model Constitution as published by the Charity Commission for England & Wales. We work in partnership with our subsidiary organisation in Uganda, which is responsible for programme delivery and impact evaluation. The UK arm is largely

responsible for strategy and fundraising activities. Our policy on working with our partner organisation is available [here](#).

The Charity has a board of six (6) trustees, who were appointed as the founding trustees of the Charity and who have skills and now experience in governing the Charity. All trustees give their time voluntarily and receive no remuneration or other benefits.

The Charity has entered into a consultancy agreement with Sean Richardson, who manages the day to day operations of the organisation as Director. He has been delegated authority with approval from trustees on all operational matters including finance, employment and design and delivery of programming. The Director does not have a vote at Trustee board meetings, but can make recommendations on decision making, including but not limited to the appointment of Trustees. He is remunerated for the hours he works, as well as certain expenses (e.g. travel, training) which are enacted in furtherance of the Charitable objectives of the organisation.

There is a Safeguarding Policy in place, to which all trustees, volunteers and anyone working on behalf of the charity are aware of and subscribe to. DBS checks are carried out prior to commencement of trusteeship or any volunteer work, and the checks are carried out again in line with statutory requirements.

3. Objectives

Vision:

To ensure every child in rural Uganda has access to quality Primary School education.

Mission:

Support primary school development in rural Uganda through building infrastructure and educational capacity in collaboration with local actors.

Activities

In furtherance of the above Vision and Mission, the organisation's charitable activities focus on programming that improves access to quality primary school education in rural Uganda by constructing or redeveloping infrastructure such as classrooms, latrines, and clean drinking water, whilst also delivering educational programming to improve the standard of education at the schools with we work with.

This is achieved through programmes that augment the existing training of teaching staff in how to manage large classrooms of mixed abilities with limited resources available, providing catchup phonics and literacy programmes for children that may need them, and providing education around gender specific issues that may create barriers to education, i.e. sexual and reproductive health and rights.

The trustees have complied with their duty to have due regard to the guidance published by the Charity Commission on the operation of the public benefit requirement.

4. Performance, Activities & Achievements

The performance of the charity was strong in 2023 and continued the upward trajectory of the organisation, in terms of programming, impact, and our fundraising efforts. Below is a review of the prominent achievements of the past year.

Educational Infrastructure Programming

2023 saw major renovation works take place at Soono Primary School, Namisindwa District. As part of 'Phase 1' of the construction works, TUSP supported in the construction of four classrooms, a staff room, a storeroom, and a block of latrines at the school.

This project has provided access to an appropriate and effective learning environment to a total of four year groups at the school (approx. 200 pupils at current averages). We expect this improvement in

facilities at the school to have an impact in terms of educational attainment, as well as pupils' wellbeing, although the impact in this sense will be gradual and dependent on multiple contributory factors. For now, both teachers and pupils are very excited by the improved facilities and the impact that has had on classroom overcrowding at the school.

Construction works began early in 2023 and were completed in July, on budget and with no major delays. We are particularly grateful to the Guernsey Overseas Aid and Development Commission for their generous funding of the project.

December 2023 also saw mobilisation and preparation for 'Phase 2' of the project at Soono Primary School begin. This will consist of constructing a final two classrooms, a drinking water system, a school kitchen, and a rainwater tank, as well as a series of Teacher Training workshops and the rollout of the School Feeding programme. This will be completed by Site Engineer, Emuron Sam and his team throughout 2024.

At Bumakenya Primary School, we began preparation and mobilisation of the materials required for a brand new on-site School Kitchen with fuel-efficient stove. This project has been made possible thanks to a generous grant from the Lady Ryder of Warsaw Memorial Trust, and we hope to complete the works by early-mid 2024. 100 brand new school desks were also commissioned with 75+ being constructed, furnished and placed in classrooms by year-end.

Educational Development Programming

Educational Development programming in 2023 focused on the continuing evaluation of the Teacher Training pilot programme. Whilst the workshops took place in November and December of 2022, the bulk of the work into reviewing its effectiveness has taken place in 2023, with lesson observations taking place and a comprehensive written report on our findings due to be published in early 2024.

The programme was designed by a specialist education consultant, Dr Andrea Mari, who has a wealth of experience in the Ugandan education sector, and implemented and supported by Nabugasha Doris, an education specialist based in eastern Uganda.

The findings from the Pilot will be used when starting our educational development work at Soono Primary School in 2024, when a series of teacher training workshops will be conducted, with learning and feedback taken into account for an effective workshop to take place. Teaching staff from Bumakenya Primary will be invited to refresh their existing knowledge of the training and share learning and peer-support for the improved experience of all participants.

Capacity building

Focus was given to developing the resource mobilisation capacity of our UK director in the form of a series of fundraising trainings.

Taking place over five 'clusters' online, the trainings took an in-depth look at how to analyse the accounts and annual returns of grant making organisations, how to write a compelling grant application, building relationships and donor planning strategies, and was found to be very productive. We hope to see the seeds of the training bear fruit in 2024 with increased grant funding.

Funding was received in late 2023 for developing the capacity of our two Ugandan staff also, who will enroll in formal training in 2024. Masambu Bridget and Nangekhe Malisa will take Post-Graduate Diplomas (PGDs) in 'Monitoring and Evaluation' and Project Planning and Management', respectively, which will take place on weekends over the course of a full year starting in July 2024.

5.. Impact

Attendance

Bumakenya Attendance in 2023 has risen dramatically from that of 2022. In 2023, daily average attendance was 710 pupils (357 boys, 366 girls). This is a 71% increase on average attendance in 2022 (421 total, 219 boys, 206 girls). This is a positive development in that it indicates that parents in the communities we work in trust the school and the education their children receive, but also continues to

put pressure on the infrastructure we have constructed. Classroom:pupil ratios and teacher:pupil ratios are higher than desirable

TUSP began recording attendance at Soono Primary School in 2023. School averages across all three terms were 390 (200 boys, 190 girls). This is a 48% increase from our baseline sample collection in 2022 of 262 (143 boys, 119 girls) and is indicative of the trust the community around Soono Primary School has in TUSP's projects.

MLA (English Literacy) Data

MLA (English Literacy) assessment data taken from Bumakenya Primary School shows an improved performance in each of the three year groups assessed. In Primary 5, the percentage of 'at least moderately literate' rose from 15% to 29%, in Primary 6 this figure rose from 44% to 74% and in Primary 7, there was an increase from 85% to 100% children. These figures are encouraging and hopefully demonstrate at least partial recovery from the damage to education caused by Covid-19 related school closures.

MLA (English Literacy) Test – Bumakenya Primary School – Year on Year Comparison										
	P5				P6				P7	
	2019	2022	2023		2019	2022	2023		2019	2022
Average Score				Average Score				Average Score		
Over 60%	30%	15%	29%	Over 60%	86%	44%	74%	Over 60%	85%	100%
50–60%	15%	7%	9%	50–60%	10%	10%	13%	50–60%	12%	0%
Under 50%	55%	78%	62%	Under 50%	5%	46%	14%	Under 50%	3%	0%

Notes:
 1) 'Over 60% is considered at least moderately literate'.
 2) Under 50% is considered 'not functionally literate'. An increase in the percentage in the 'Under 50%' row would indicate a decrease in performance, i.e. more children failing the literacy test.

At Soono Primary School, data collected showed a decrease in English literacy rates from 2022 in Primary 5 (from 37% to 21%), but these figures recovered in Primary 6 and Primary 7. It is too early to draw significant conclusions from this data given that our intervention only began in 2023.

MLA (English Literacy) Test – Soono Primary School – Year on Year Comparison						
	P5		P6		P7	
	2022	2023	2022	2023	2022	2023
Over 60%	37%	21%	75%	80%	88%	100%
50–60%	7%	9%	4%	4%	6%	0%
Under 50%	56%	71%	21%	16%	6%	0%

Notes:
 1) 'Over 60% is considered at least moderately literate'.
 2) Under 50% is considered 'not functionally literate'. An increase in the percentage in the 'Under 50%' row would indicate a decrease in performance, i.e. more children failing the literacy test.

Primary Leaving Exam (PLE) Results

PLE Results for 2023 improved at Bumakenya Primary School. The table below shows that there was an increase in both the both total number of candidates passing (2022; 18, 2023; 28) and the rate of passes as a percentage of total candidates (2022; 47%, 2023; 60%). This is highly encouraging – the data demonstrates both that more children are completing the prescribed 7 years of primary school, and

successfully as well, but also an increase in the percentage of pass rates would indicate an improved quality education.

Bumakemya Primary School – Year on Year PLE Analysis					
	2018	2019	2020	2022	2023
Div 1	0	0	0	0	0
Div 2	0	1	4	2	2
Div 3	2	4	11	10	19
Div 4	2	0	2	6	7
Total Pass	4	5	17	18	28
Total Candidates	7	6	24	38	47
Pass Rate	57%	83%	71%	47%	60%
Failure Rate	43%	17%	29%	53%	40%

At Soono Primary School, there was also an improved performance in Primary Leaving Exam Results. The total amount of candidates that passed rose from 12 to 23 (almost a 100% increase), and the percentage pass rate of all candidates rose from 48% to 77%. Again this is particularly encouraging, and something that both schools will look to build on moving forward.

Soono Primary School PLE Results – 2020-2023		
	2022	2023
Div 1	0	0
Div 2	2	3
Div 3	4	13
Div 4	6	7
Total Pass	12	23
Total Candidates	25	30
Pass Rate	48%	77%
Failure Rate	52%	23%

5. Financial Review

Fundraising

Total income for 2023 was £108,677, which was our most successful fundraising year to date, and a significant increase on 2022's figure of £41,226.

Of this total income, £52,889 was awarded across four grants from three separate organisations, with £19,152 being raised across two challenge fundraising events (the 'Hackney Half Marathon' and the 'Royal Parks Half Marathon'). It should also be noted that £46,101 was awarded in grant income in 2023 but not included in the accounts as it will be remitted in 2024.

Individual Giving raised £5,518 throughout 2023, with £1,979 of that figure coming through recurring donations.

£4,603 was also raised through a match funding campaign organised by the Big Give. This was an encouraging first attempt, although unfortunately, we did not receive 'Champion' Funding as we had expected which would have furthered our fundraising efforts. Lessons have been learned from the campaign and we hope to improve our performance in 2024.

The trustees judge fundraising increases to have come about as a result of improved performance of our fundraising team, with Sean Richardson's fundraising efforts a key part of his consultancy work, and support coming from a volunteer grant fundraiser. Sean gained valuable experience and further formal training in 2023 which will improve fundraising income in subsequent years. However, it is important to note that overheads and fundraising costs will have risen as a result of this, and in 2024 we will hope to see this upward trajectory continue as we increase his responsibilities to the organisation.

Expenses

Total expenditure in 2023 was £93,720 (2022: £46,472). This comprises Programme Costs totalling £73,213, with Overheads at £20,507

Payments made to Sean Richardson were split into three categories to delineate the type of work undertaken as part of his consultancy: 40% is directly related to Programme Management (2023: £7,661), 40% is designated as Fundraising expenses (£7,661), and 20% is allocated to administrative expenses (£3,801).

Of the Programme Expenses, £54,410 was spent on Educational Infrastructure programming, namely the construction of educational facilities at Soono Primary School. £9,377 was spent on Educational Development programming, the majority of which was spent on recurring programme expenses at both Bumakenya and Soono Primary Schools, for example on school feeding programmes, and sexual and reproductive health and rights (SRHR) workshops etc.

Cash Reserves

At the end of 2023, we were left with cash reserves of £39,801, which accounts for the fact that significant restricted grant income had been received but not yet distributed to the relevant programmes. Unrestricted cash reserves totalled £17,730 which the Trustees deemed a healthy financial position.

The charity's reserves policy states that we aim to keep 3 months' worth of running costs. Our budget for 2024 estimated 3 months of running costs to be £11,630, meaning we were within our target reserves policy. Therefore, the trustees deem that the charity has adequate resources to raise necessary funds and therefore continue to operate and fulfil its charitable objectives for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements

6. Declaration

The trustees declare that they have approved the trustees' report above.

Signed:

DocuSigned by:

.....21D40FF8F2284FF.....
Harry Bucknell (Chair of Trustees)

Date: 10/31/2024

Signed:

DocuSigned by:

.....7E99F6FEE0BB4F9.....

Evelina Lindberg Nilsson (Trustee)

Date: 10/30/2024



Report to the trustees/
members of

Charity Name
The Uganda School Project

On accounts for the year
ended

31st December 2023

Charity no
(if any)

1171011

Set out on pages

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/12/2023.

Responsibilities and
basis of report

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent
examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed:

Andy Hopkins

Date:

30/10/2024

Name:

Andrew Hopkins

Address:

27 Hawker Close



Birmingham, B31 2GU

	CHARITY COMMISSION FOR ENGLAND AND WALES		The Uganda School Project		1171011		CC16a
	Receipts and payments accounts						
	For the period from	Period start date 01/01/2023	To	Period end date 31/12/2023			

Section A Receipts and payments

	Unrestricted funds	Restricted funds	Endowment funds	Total funds	Last year
	to the nearest £	to the nearest £	to the nearest £	to the nearest £	to the nearest £
A1 Receipts					
Donations	36,416	-	-	36,416	7,561
Fundraising Events	19,152	-	-	19,152	7,228
Grant Funding	-	52,889	-	52,889	26,143
Restricted Donations	-	115	-	115	120
Administrative Income (interest etc)	106	-	-	106	174
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	55,673	53,004	-	108,677	41,226
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	55,673	53,004	-	108,677	41,226
A3 Payments					
Administration/Website/Other	5,110	-	-	5,110	5,081
Fundraising Expenses	14,328	-	-	14,328	9,481
Uganda Educational Infrastructure	0	54,410	-	54,410	16,593
Educational Development	8,745	631	-	9,377	8,361
Seminars	883	-	-	883	265
Uganda Programme Management	9,426	-	-	9,426	6,674
Other Expenditure	186	-	-	186	16
	-	-	-	-	-
	-	-	-	-	-
Sub total	38,679	55,041	-	93,720	46,472
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	38,679	55,041	-	93,720	46,472
Net of receipts/(payments)	16,994	- 2,038	-	14,956	- 5,246
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	736	24,109	-	24,845	30,091
Cash funds this year end	17,730	22,071	-	39,801	24,845

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds	Restricted funds	Endowment funds
		to nearest £	to nearest £	to nearest £
B1 Cash funds	Paypal	1,013	-	-
	Wise	15,467	-	-

	CAF	1,250	22,071	-	
-	22,071	Total cash funds	17,730	22,071	-
	23803.35	(agree balances with receipts and payments account (s))	OK	OK	OK
		Unrestricted funds	Restricted funds	Endowment funds	
		to nearest £	to nearest £	to nearest £	
B2 Other monetary assets	Details				
	MF Loans		-	-	
	Unclassified Asset		-	-	
		-	-	-	
		-	-	-	
		-	-	-	
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)	
			-	-	
			-	-	
			-	-	
			-	-	
			-	-	
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)	
			-	-	
			-	-	
			-	-	
			-	-	
			-	-	
			-	-	
			-	-	
			-	-	
			-	-	
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)	
			-		
			-		
			-		
			-		
			-		
Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval		
	DocuSigned by: Harry Bucknell	Harry Bucknell	10/31/2024		
	21D40FF6F2284FF... DocuSigned by: Evelina Lindberg Nilsson	Evelina Lindberg Nilsson	10/30/2024		

THE UGANDA SCHOOL PROJECT

England & Wales - Charity number 1171011

Accounts



CHARITY COMMISSION
FOR ENGLAND AND WALES

Independent examiner's report on the accounts

Section A

Independent Examiner's Report

**Report to the trustees/
members of**

Charity Name
The Uganda School Project

**On accounts for the year
ended**

31/12/2022

**Charity no
(if any)**

1171011

Set out on pages

3-4

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended **31 / 12 / 2022**.

**Responsibilities and
basis of report**

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent
examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention (other than that disclosed below *) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

** Please delete the words in the brackets if they do not apply.*

Signed:

Date:

30/10/2023

Name:

Nicholas Lugg

**Relevant professional
qualification(s) or body
(if any):**

N/A

Address:

9 Darfield Avenue

Owlthorpe

Sheffield. S20 6SU

Section B**Disclosure**

Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.



CHARITY COMMISSION
FOR ENGLAND AND WALES

The Uganda School Project

1171011

Receipts and payments accounts

CC16a

For the period
from

Period start date
01/01/2022

To

Period end date
31/12/2022

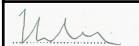
Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Donations	7,561	-	-	7,561	25,486
Fundraising Events	7,228	-	-	7,228	-
Grant Funding	-	26,143	-	26,143	1,500
Restricted Donations	-	120	-	120	-
Administrative income (Interest etc.)	174	-	-	174	232
Micro Finance Programme	-	-	-	-	3,539
	-	-	-	-	-
Sub total (Gross income for	14,963	26,263	-	41,226	30,757
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	14,963	26,263	-	41,226	30,757
A3 Payments					
Administration/Website/Other	5,081	-	-	5,081	1,600
Fundraising Expenses	9,481	-	-	9,481	1,894
Uganda Educational Infrastructure	15,093	1,500	-	16,593	6,088
Educational Development	6,207	2,154	-	8,361	2,965
Seminars	265	-	-	265	-
Uganda Programme Management	6,674	-	-	6,674	-
Other Expenditure	16	-	-	16	-
	-	-	-	-	-
	-	-	-	-	-
Sub total	42,818	3,654	-	46,472	12,547
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	42,818	3,654	-	46,472	12,547
Net of receipts/(payments)	- 27,855	22,609	-	- 5,246	18,210
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	28,591	1,500	-	30,091	11,881
Cash funds this year end	736	24,109	-	24,845	30,091

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Cash at Bank	736	24,109	-
		-	-	-
		-	-	-
	Total cash funds	736	24,109	-
	(agree balances with receipts and payments account(s))	OK	OK	OK
		Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets	Details	-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees

Signature	Print Name	Date of approval
	Harry Bucknell	10/31/2023
 DocuSigned by: 801DEC92D15A4F7...	Eleanor Smee	10/31/2023

The Uganda School Project – Charity Commission No. 1171011

1. Legal and Administrative Information

a. Name

The name of the Charitable Incorporated Organisation (“the Charity”) is The Uganda School Project. The Charity is registered with the UK Charity Commission, Registration No. 1171011

b. Principal Office

The principal office of the Charity is in Surrey, England

Four Seasons, Sandlands Grove
Walton on the Hill, Surrey , KT20 7UZ

c. Trustees

Name	Dates acted if not for whole year
-------------	--

Harold Bucknell	
-----------------	--

Eleanor Smee	
--------------	--

Evelina Lindberg Nilsson	
--------------------------	--

Kinga Pecak	
-------------	--

Naminya Saleh	
---------------	--

Joao Magalhaes	
----------------	--

d. Bankers (Wise & CAF)

Charities Aid Foundation Bank
25 Kings Hill Ave
Kings Hill
West Malling
ME19 4TA
United Kingdom

Wise Payments Limited
56 Shoreditch High Street
London
E1 6JJ
United Kingdom

e. Independent Examiners

f. Website

www.theugandaschoolproject.com

2. Structure and Governance

The Uganda School Project was registered in 2017 as a Charitable Incorporated Organisation, and remains as such.

Our governing document is a constitution, which is based on the CIO Model Constitution as published by the Charity Commission for England & Wales. We work in partnership with our subsidiary organisation in Uganda, which is responsible for programme delivery and impact evaluation. The UK arm is largely responsible for strategy and fundraising activities. Our policy on working with our partner organisation is available [here](#).

The Charity has a board of six (6) trustees, who were appointed as the founding trustees of the Charity and who have skills and now experience in governing the Charity. All trustees give their time voluntarily and receive no remuneration or other benefits.

The Charity has entered into a consultancy agreement with Sean Richardson, who manages the day to day operations of the organisation as Director. He has been delegated authority with approval from trustees on all operational matters including finance, employment and design and delivery of programming. The Director does not have a vote at Trustee board meetings, but can make recommendations on decision making, including but not limited to the appointment of Trustees. He is remunerated for the hours he works, as well as certain expenses (e.g. travel, training) which are enacted in furtherance of the Charitable objectives of the organisation.

There is a Safeguarding Policy in place, to which all trustees, volunteers and anyone working on behalf of the charity are aware of and subscribe to. DBS checks are carried out prior to commencement of trusteeship or any volunteer work, and the checks are carried out again in line with statutory requirements.

3. Objectives

Vision:

To ensure every child in rural Uganda has access to quality Primary School education.

Mission:

Support primary school development in rural Uganda through building infrastructure and educational capacity in collaboration with local actors.

Activities

In furtherance of the above Vision and Mission, the organisation's charitable activities focuses on programming that improves access to quality primary school education by constructing or redeveloping infrastructure, such as classrooms, latrines, and clean drinking water, whilst also delivering educational programming to improve the standard of education at the schools with we work with.

This is achieved through programmes that augment the existing training of teaching staff in how to manage large classrooms of mixed abilities with limited resources available, providing catchup phonics and literacy programmes for children that may need them, and providing education around gender specific issues that may create barriers to education, i.e. sexual and reproductive health and rights.

The trustees have complied with their duty to have due regard to the guidance published by the Charity Commission on the operation of the public benefit requirement.

4. Performance, Activities & Achievements

The performance of the charity was strong in 2022 and continued the upward trajectory both of impact in terms of programming, as well as fundraising efforts. Below is a review of the prominent achievements of the past year.

Educational Infrastructure

At Bumakenya Primary School, the site of our first redevelopment project, construction of classrooms #7 & #8 was completed. This represented a major milestone of achieving our target amount of classrooms at the school - the eight classrooms allowing a separate space for each of the seven yeargroups, plus an additional classroom space to be used by splitting 'P1' class (ages 5-6) into two groups, given average attendance of 100+ students in this age group. Construction was completed on budget and in a timely fashion, with no major incident, and our thanks goes to Nangheke Malisa, TUSP Coordinator, and Emuron Sam, engineer and project leader for the construction work, for a frictionless process.

Additionally, significant research and needs assessment was carried out into identifying the site of the next project, 'School #2'. This consisted of desk based research, consultation with government officials, consultation with community leadership, and site visits to over 10 schools in the district. It was decided by TUSP in collaboration with local actors that the second project would be at Soono Primary School, a government primary school in great need of educational infrastructure (having only two classrooms for 841 enrolled students).

Educational Development

Educational Development programming took on an even greater significance in 2022, following the reopening of government primary schools in February after two years of continuous closure from Covid-19 - the longest school closures globally.

The major activity of 2022 programming was the pilot of a new Teacher Training Programme. For the programme, TUSP contracted an education specialist as a consultant, designing a programme using evidence-based methods to improve teachers' existing abilities to manage large classrooms of mixed abilities in low resource environments. Over five days of workshops and two weeks implementing learnings in live classroom environments, teaching staff learned about Pedagogical Content Knowledge - i.e. identifying topic-specific challenges at 'presentation' stage of a lesson - the use of Groupwork to promote peer support, problem solving and independent thought, and self-reflection to appraise a teacher's own performance in a lesson, as well as that of their peers.

The workshops took place in November 2022 and early indications suggest improved learning outcomes for students. With monitoring and evaluation continuing into 2023, a full report of the programme as well as an evaluation of its effectiveness against stated objectives, will be available in due course.

We continued our measurement of literacy rates and unfortunately, these have deteriorated since pre-covid measurements. This is to be expected given the long school closures, and the effects may take a long time to reverse, but gives us a focused goal to work towards.

Microfinance

TUSP decided to discontinue the Microfinance Programme in 2022. Whilst effective in providing communities of women with access to funding for growth of their own microbusinesses, the organisation decided that the programme did not strictly adhere to the stated objectives of the organisation. All loans were recouped and redistributed to other educational programmes, and all borrowers' received the savings they had accumulated over the duration of the programme.

Capacity building

Focus was given to developing the internal capacity of our Ugandan team in 2022. To that end, we placed a volunteer (Ugandan national) as our Education and Impact Officer. Throughout the year, Masambu Bridget assisted with the coordination of the Teacher Training Programme, as well as collecting data that will be used to measure the impact of TUSP programmes. To that end, both herself and Nangheke Malisa, Project Coordinator, undertook some self-paced training through online training (using platforms such as Futurelearn and EdX) in areas such as: Safeguarding in International Development, Project Management, Monitoring and Evaluation, and Data Analysis.

Plans for 2023 include for each to enrol in a Post-graduate Diploma at the Uganda Management Institute to further their development with formal training alongside on-the-job experience.

5. Financial Review

Fundraising

Total income for 2022 was **£41,226**, our most successful fundraising year to date. This was a significant increase on 2021's figure, and importantly doesn't include 55% of a major single-year grant (£26,793.21) which was awarded in 2022 but with the majority of the award being remitted in 2023.

Of this total income, £26,143 was awarded across three grants, with £7,228 being raised across two challenge fundraising events (the 'Hackney Half Marathon' and the 'Royal Parks Half Marathon').

Individual Giving raised £7,561 throughout 2022, with £2,263 of that figure coming through recurring donations.

The trustees judge fundraising increases to have come about as a result of hiring Sean Richardson as a consultant, creating dedicated human resources directed towards fundraising. However it is important to note that overheads and fundraising costs will have also risen as a result of this, and in 2023 we expect to see an improved financial return based on acquiring greater skills and experience in fundraising.

A videographer was also contracted in 2022 to produce a video to help our marketing, communications and fundraising. Whilst this was done on a volunteer basis, TUSP covered expenses of the videographer, including flights, visas, and per diems. We judge this to have been a sound investment that will reap rewards in terms of reputational uplift and ultimately fundraising increases.

Expenses

Total expenditure in 2022 was **£46,472**. This comprises Programme Costs totalling £31,638, with Overheads at £14,843.

Payments made to Sean Richardson are split into three categories for the purposes of the Charity's accounts: 40% is designated to Programme Expenses (£6,673.75), 40% is designated as Fundraising Costs (£6,673.75), and 20% is allocated to administrative expenses (£3,336.75).

A significant sum (£1,188.49) was spent on the registration process of converting our Ugandan entity from a community based organisation (CBO) to a Foreign NGO.

Cash Reserves

At the end of 2022, we were left with cash reserves of £24,845, which accounts for the fact that significant restricted grant income had been received but not yet distributed to the relevant programmes. Unrestricted cash reserves totaled £784.00, which is too low for

comfort. In this instance, we were aware of income arriving from an end of year campaign that would boost unrestricted income early in 2023.

The charity's reserves policy states that we aim to keep 3 months worth of running costs. Our budget for 2023 estimated 3 months of running costs to be £6,877, meaning we were below our target reserves policy. Despite this, the trustees have a reasonable expectation that the charity has adequate resources to continue to raise necessary funds and therefore continue to operate and fulfil its charitable objectives for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements

6. Declaration

The trustees declare that they have approved the trustees' report above.

Signed:

Date:

.....

Harry Bucknell (Chair of Trustees)

Signed:

Date:

10/31/2023

DocuSigned by:

.....
8D1DEC92D15A4F7...

Eleanour Smeeth (Trustee)

THE UGANDA SCHOOL PROJECT

England & Wales - Charity number 1171011

Accounts



Section A

Independent Examiner's Report

Report to the trustees/
members of

Charity Name
The Uganda School Project

On accounts for the year
ended

31/12/2021

Charity no
(if any)

1171011

Set out on pages

3-4

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended **31 / 12 / 2021**.

Responsibilities and
basis of report

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent
examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination (other than that disclosed below *) which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

* Please delete the words in the brackets if they do not apply.

Signed:

Date:

3rd October 2022

Name:

Nicholas Lugg

Relevant professional
qualification(s) or body
(if any):

N/A

Address:	9 Darfield Avenue
	Owlthorpe
	Sheffield, S20 6SU

Section B**Disclosure**

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.



Receipts and payments accounts

For the period
from

01/01/2021

To

31/12/2021

Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Donations	25,486	-	-	25,486	-
Restricted Grants		1,500	-	1,500	-
Micro Finance Programme	3,409	-	-	3,409	-
Micro Finance Client Savings	130	-	-	130	-
Other Income	232	-	-	232	-
Adjusting Entry (Bank Balances)		-	-	-	2,575
Adjusting Entry (Cash Balances)		-	-	-	498
	-	-	-	-	8,808
Sub total (Gross income for AR)	29,257	1,500	-	30,757	11,881
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	29,257	1,500	-	30,757	11,881
A3 Payments					
Bank/Finance Charges	686	-	-	686	-
Website	170	-	-	170	-
Office/Admin	450	-	-	450	-
Fundraising Expenses	1,894	-	-	1,894	-
Uganda Country Manager	3,123	-	-	3,123	-
Uganda Programmes	2,965	-	-	2,965	-
Micro Finance Programme	2,689	-	-	2,689	-
Micro Finance Client Savings	276	-	-	276	-
Other Expenditure	294	-	-	294	-
Sub total	12,547	-	-	12,547	-
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	12,547	-	-	12,547	-
Net of receipts/(payments)	16,710	1,500	-	18,210	11,881
A5 Transfers between funds	200	- 200	-	-	-
A6 Cash funds last year end	11,681	200	-	11,881	-
Cash funds this year end	28,591	1,500	-	30,091	11,881

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds				
		28,591	1,500	-
		-	-	-
		-	-	-
	Total cash funds	28,591	1,500	-
CCXX R1 accounts (SS)		OK	OK	1 OK
(agree balances with receipts and payments ¹ account(s))				

		Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets	Details			
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

		Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets	Details			
			-	-
			-	-
			-	-
			-	-
			-	-

		Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use	Details			
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

		Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities	Details			
			-	
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval



Registered Charity Number: 1171011
Registered Address: 446 New Cross Road,
London SE14 6TY, United Kingdom
Website: www.theugandschoolproject.com

The Uganda School Project – Charity Commission No. 1171011

Legal and Administrative Information

Name

The name of the Charitable Incorporated Organisation ("the CIO) is The Uganda School Project.

Principal Office

The principal office of the CIO is in Surrey, England

Four Seasons, Sandlands Grove
Walton on the Hill, Surrey , KT20 7UZ

Trustees

Name	Dates acted if not for whole year
Harold Bucknell	
Eleanor Smee	
Evelina Lindberg Nilsson	
Kinga Pecak	
Naminya Saleh	
Joao Magalhaes	
Sean Richardson	1.1.21 – 4.11.21

Trustees' Report for Annual Accounts 1.1.21-31.12.2021

1) Structure and Governance

The Board of Trustees meets at least twice a year and is responsible for the strategic direction and policy of the charity. The Founder & Director is responsible for ensuring the charity delivers its objectives. The Programme Manager has responsibility for the day-to-day activities in Uganda. The Founder and Director visits Uganda to assess work undertaken in Uganda, to hold meetings with key stakeholders and to review the performance of the Programme Manager and Programme Coordinator.

The power of appointing new Trustees of the Charity is vested in the charity's founding director. The Trustees shall at no time exceed 12 in number. Any new trustees must review and agree to uphold the

charity's Code of Conduct, as well as undergoing criminal background checks and basic safeguarding training.

2) Objectives and activities

The object of the CIO is:

To advance the education of children and young people in Uganda by the provision of school buildings, furniture, sponsorship, equipment and educational materials.

To meet this object the aims of the charity are as follows:

1. To improve school infrastructure through the construction and renovation of facilities including, but not limited to, classrooms, latrines, water tanks and offices for staff.
2. To provide physical resources including, but not limited to, classroom furniture and other miscellaneous equipment.
3. To provide basic educational resources (where additional support is required) including, but not limited to, textbooks and other learning materials.
4. To provide capacity building training for teaching staff primarily (but not limited to) at the schools we have supported, primarily (but not limited to) through continuous professional development trainings.

3) Achievements and performance

Operations and activities

Activities and operations in 2021 continued to be impacted by the Covid-19 pandemic. School closures continued for most of the year, and the Microfinance Programme was also affected.

The focus of our activities in the beginning of the year was to provide assistance to older students (who were permitted to attend school by the Ugandan Govt.) to take their Primary Leaving Exams at Bumakenya Primary School through additional catchup classes. Furthermore, construction of the school continued, with fencing and a gate to improve safety and security. A volunteer Programme Manager was in place from the start of the year, who worked with the Local Coordinator on the charity's activities to manage projects where safely possible, although this was limited.

The Microfinance Program continued, albeit streamlined - with 2 borrower groups, totalling 20 women, taking part. This was due to many women opting out of the programme, or otherwise being not on financially stable grounds for the programme to benefit them. Borrowers restarted the final loan cycle in April, through to November. It was decided after this cycle to discontinue the programme in order to focus on the charity's core, education-related aims.

Plans were put in place towards the end of the year to begin construction of the final two classrooms. This consisted of obtaining quotations, engaging with the community and other stakeholders. And formalising agreements with local government officials.

Preliminary research was also carried out to ascertain the most suitable site for a second school to support, including desk-based research into nationwide educational outcomes, combined with needs assessments and field research to determine an appropriate school to support.

Plans for the near future

As a small charity focused on working in one area of Uganda we have been able to build long term relationships with the school, it's stakeholders and the surrounding communities.

Representatives of the charity meet with the management committee and PTA of the school at least twice a year and these meetings provide an opportunity for dialogue in which stakeholders can raise any problems the school faces or any areas of support they would like us to focus on. This may present opportunities for novel and unforeseen ways of support that cannot be indicated here.

However, at the end of 2021 our plans for the next 2 years are as follows:

- 1) The construction of two more classrooms at Bumakenya PS to accommodate the rising numbers of pupils at the school.
- 2) Continuation of the Educational Development Programme, dependent on funding and evaluation of impact.
- 3) Finalise plans with all stakeholders and begin construction at a second school.

Organisation

Our board of Trustees continue to oversee the charity's activities on a voluntary basis from the UK.

As of January 2021, Phillip Price (from the USA) was taken on as a voluntary Programme Manager. His role included liaising with the schools and communities, monitoring performance of microfinance program, troubleshooting any minor issues, handling and recording of cash transactions, and reporting to the UK through weekly written reports and telephone communications. The Programme Manager receives a stipend to cover expenses.

However, as of June 2021, Phillip Price left the organisation for another opportunity. It was therefore agreed amongst the trustees that co-founder Sean Richardson was to step down from his role as a Trustee in order to work as a consultant for the charity on a part time basis to lead charitable activities.

This includes leading the strategic direction of the charity, all fundraising and marketing activities, in-country charitable activities, management of finances and budgets, preparation of annual accounts, and general administrative tasks.

Our co-founders were able to visit Uganda in 2021 for a period of one month.

Fundraising

Total income for 2021 was £30,757. This was a significant increase on 2020's figure, due to the emergence from global lockdowns that severely impacted the charity's activities in 2020. This figure is much more aligned with previous years. We expect this to continue to rise in 2022 (dependent on the wider

fundraising landscape post-Covid) , given the charity now has a consultant whose work role specification includes fundraising activities.

Branding and communications

We aim to produce a short e-newsletter at least quarterly, which is sent to a list of subscribers who have requested to receive such communication either through direct communication or by submitting their contact details via subscription forms on our website. This e-newsletter is created and distributed using free, online software provided by MailChimp. This provides an update on the charity's activities both in the UK and in Uganda, which links to more detailed information on the website. The charity maintains accounts on Facebook, Twitter and Instagram as a means of updating, interacting and connecting with donors and supporters.

4) Financial Review

The following accounts show the combined income and expenditure in the UK and Uganda.

The accounts show total income for 2021 was £30,757. This came largely through a mix of individual giving, fundraising 'challenges' such as The Royal Parks Half Marathon, and a small grant (£1,500)

Total expenditure was £12,547. Of this, £6,224 was spent on programme costs, with other expenses incurred in fundraising activities (£1,894), Programme Manager expenses (£3,123), and various admin and overhead costs totalling £1,306.

Note: This level of programme expenditure vs overheads is unusually low for the charity. This is for two reasons. Firstly, Covid-19 related school closures meant programme activity was severely reduced. Secondly, much of 2021's work was focused on research and preparation for major construction activities at Bumakenya Primary School and for identifying an appropriate site to construct/renovate a second school. We expect this balance to be redressed in 2022.

Cash reserves at the end of the financial year (£30,091) are an indicator of the above note.

5) Reserves Policy

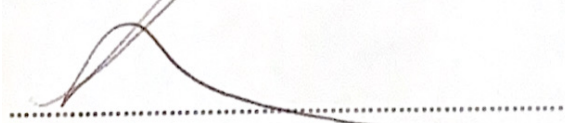
The charity aims to keep reserves of approximately three months running costs.

6) Declaration

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the Charity's Trustees:

Date:

A handwritten signature in dark ink, appearing to read 'Eleanor Smee', is written over a horizontal dotted line.

19/9/2022

Eleanor Smee (Trustee)

A handwritten signature in dark ink, appearing to read 'Harry Bucknell', is written over a horizontal dotted line.

19/9/2022

Harry Bucknell (Trustee)

THE UGANDA SCHOOL PROJECT

England & Wales - Charity number 1171011

Accounts



Registered Charity Number: 1171011
Registered Address: 446 New Cross Road,
London SE14 6TY, United Kingdom
Website: www.theugandschoolproject.com

The Uganda School Project – Charity Commission No. 1171011

Legal and Administrative Information

Name

The name of the Charitable Incorporated Organisation ("the CIO) is The Uganda School Project.

Principal Office

The principal office of the CIO is in Surrey, England

Four Seasons, Sandlands Grove
Walton on the Hill, Surrey , KT20 7UZ

Trustees

Name	Term (Years)
Harold Bucknell	3
Eleanor Smee	3
Sean Richardson	3
Evelina Lindberg Nilsson	3
Kinga Pecak	3
Naminya Saleh	3
Joao Magalhaes	3

Trustees' Report for Annual Accounts 1.1.20-31.12.2020

1) Structure and Governance

The Board of Trustees meets at least twice a year and is responsible for the strategic direction and policy of the charity. The Founder & Director is responsible for ensuring the charity delivers its objectives. The Programme Manager has responsibility for the day-to-day activities in Uganda. The Founder and Director visits Uganda to assess work undertaken in Uganda, to hold meetings with key stakeholders and to review the performance of the Programme Manager and Local Coordinator.

The power of appointing new Trustees of the Charity is vested in the charity's founding director. The Trustees shall at no time exceed 8 in number. There are currently no official policies and procedures for the induction and training of new trustees.

2) Objectives and activities

The object of the CIO is:

To advance the education of children and young people in Uganda by the provision of school buildings, furniture, sponsorship, equipment and educational materials.

To meet this object the aims of the charity are as follows:

1. To improve school infrastructure through the construction and renovation of facilities including, but not limited to, classrooms, latrines, water tanks and offices for staff.
2. To provide physical resources including, but not limited to, classroom furniture and other miscellaneous equipment.
3. To provide basic educational resources (where additional support is required) including, but not limited to, textbooks and other learning materials.

3) Achievements and performance

Operations and activities

Activities and operations in 2020 were deeply impacted by the Covid-19 pandemic. Schools have been closed for the majority of the year, and the Microfinance Programme was also severely affected.

The focus of our activities in the beginning of the year was continuing to build the capacity of the teaching staff at Bumakenya Primary School through a teacher training workshop conducted in partnership with the Africa Educational Trust, with follow ups and evaluation carried out by the local Centre Coordinator Tutor as far as possible. Furthermore, construction of the school continued, with two new classrooms being added to the school in early 2020, shortly before lockdown measures were announced. We also had a core focus of achieving transition to local leadership as far as reasonably possible, although this was largely hampered by a lack of opportunity for training exercises to take place. A volunteer Programme Manager was in place from the start of the year, who worked with the Local Coordinator on the charity's activities initially face to face and later remotely, to continue to monitor and manage projects where safely possible, although this was clearly limited.

The Microfinance Program continued with 5 groups, totalling 38 women, with borrower training taking place at the end of every 6-month local for both new and existing borrowers. During the pandemic, the borrowers were offered a payment holiday for as long as was requested. Borrowers restarted the programme (by their own consensus) in August but repayment meetings were paused in favour of individual, ad hoc repayments to prevent large gatherings. Borrower's ability to repay on time was hampered by the pandemic, with support to restructure loan repayments and managerial leniency offered.

Plans for the near future

As a small charity focused on working in one area of Uganda we have been able to build long term relationships with the school, it's stakeholders and the surrounding communities.

Representatives of the charity meet with the management committee and PTA of the school at least twice a year and these meetings provide an opportunity for dialogue in which stakeholders can raise any problems the school faces or any areas of support they would like us to focus on. This may present opportunities for novel and unforeseen ways of support that cannot be indicated here.

However, at the end of 2020 our plans for the next 2 years are as follows:

- 1) The construction of two more classrooms at Bumakenya PS to accommodate the rising numbers of pupils at the school.
- 2) Continuation of the Educational Development Programme, dependent on funding on evaluation of impact.
- 3) Research in the form of Capacity Needs Assessments with the potential of supporting the redevelopment of a new school.

Organisation

Our Founder & Director continues to oversee the charity's activities on a voluntary basis from the UK. This includes leading the strategic direction of the charity, all fundraising and marketing activities, management of finances and budgets, preparation of annual accounts, general administrations and management of relationships with the school, its stakeholders, and our partners and donors.

As of October 2020, the volunteer Programme Manager, named Abby Murphy (from the UK), left the organisation for another opportunity. Organisational operations were therefore handled between the Founder and Local Coordinator. With the reduced activities due to Covid, this was a manageable workload, but in 2021 the charity will likely seek a new Programme Manager to lead on activities and projects on the including liaising with the schools and communities, monitoring performance of microfinance program, troubleshooting any minor issues, handling and recording of cash transactions, and reporting to the UK through weekly written reports and telephone communications. The Programme Manager receives a stipend to cover expenses. Total remuneration for the salary and staff costs for the year 2020 (including Ugandan staff) was £4,724.00. 25% of the Programme Manager's stipend was accounted for in Administration Expenses on the Accounts, whilst 75% went into Charitable Projects, in order to reflect the division of time in favour of project management activities.

Our co-founders were not able to visit Uganda during 2020, but hope to do so once the situation with Covid becomes more manageable.

Fundraising

Total income for 2020 was £4,704. This was a significant decrease on 2019's figure. This is for two main reasons. Firstly, 2019's fundraising was largely in service of 2020's planned expenditure on the construction of two new classrooms, as well as the educational development programming. The second core reason was due to the impact of Covid 19 – many trusts and foundations focuses their grants directly toward relief efforts, and all fundraising events the charity usually takes part in did not take place. We expect this to rise significantly in 2021, depending on the wider fundraising landscape post-Covid.

Branding and communications

We aim to produce a short e-newsletter at least twice a year which is sent to a list of subscribers who have requested to receive such communication either through direct communication or by submitting their contact details via subscription forms on our website. This e-newsletter is created and distributed using free, online software provided by MailChimp. This provides an update on the charity's activities both in the UK and in Uganda, which links to more detailed information on the website. The charity maintains accounts on Facebook, Twitter and Instagram as a means of updating, interacting and connecting with supporters.

4) Financial Review

The following accounts show the combined income and expenditure in the UK and Uganda.

The accounts show total income for 2019 was £4,704. This came through through a combination of recurring donations (£1,881) and one-off personal donations (£2,430), fundraising activities (£193.00)

Total expenditure was £24,501. Of this, £21,678 was spent on programme costs, with other expenses incurred in fundraising activities (£444), and various admin and overhead costs totalling £2,380.

5) Reserves Policy

The charity aims to keep reserves of approximately three months running costs.

6) Declaration

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the Charity's Trustees:

Date:


.....
Sean Richardson (Trustee)

30/10/2021


.....
Harry Bucknell (Trustee)

30/10/2021

TITLE	Annual Report
FILE NAME	Trustee Report 2020 v1.docx
DOCUMENT ID	940a357567b7f71b769439f91c708d13758a491b
AUDIT TRAIL DATE FORMAT	MM / DD / YYYY
STATUS	● Completed

Document History



SENT

10 / 30 / 2021

14:21:11 UTC

Sent for signature to Sean Richardson (sean.l.richardson88@gmail.com) and Harry Bucknell (hfkucknell@gmail.com) from info@theugandaschoolproject.com
IP: 87.224.90.46



VIEWED

10 / 30 / 2021

14:21:26 UTC

Viewed by Sean Richardson (sean.l.richardson88@gmail.com)
IP: 87.224.90.46



SIGNED

10 / 30 / 2021

14:22:16 UTC

Signed by Sean Richardson (sean.l.richardson88@gmail.com)
IP: 87.224.90.46



VIEWED

10 / 30 / 2021

14:29:18 UTC

Viewed by Harry Bucknell (hfkucknell@gmail.com)
IP: 82.132.232.160



SIGNED

10 / 30 / 2021

14:37:59 UTC

Signed by Harry Bucknell (hfkucknell@gmail.com)
IP: 203.82.35.37



COMPLETED

10 / 30 / 2021

14:37:59 UTC

The document has been completed.



CHARITY COMMISSION
FOR ENGLAND AND WALES

Charity Name The Uganda School Project	No (if any) 1171011
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Receipts and payments accounts

For the period from	Period start date 1.1.20	To	Period end date 31.12.20
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Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £
A1 Receipts				
Fundraising Activities	193	-	-	193
Ad Hoc Donations	2,430	-	-	2,430
Regular Donations	1,881	200	-	2,081
Grants	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
Sub total (Gross income for AR)	4,504	200	-	4,704
A2 Asset and investment sales, (see table).				
	-	-	-	-
	-	-	-	-
Sub total	-	-	-	-
Total receipts	4,504	200	-	4,704
A3 Payments				
Fundraising Costs	444	-	-	444
Charitable Projects	21,678	-	-	21,678
Travel Expenses	-	-	-	-
Administration	2,380	-	-	2,380
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
Sub total	24,501	-	-	24,501
A4 Asset and investment purchases, (see table)				
	-	-	-	-
	-	-	-	-
Sub total	-	-	-	-
Total payments	24,501	-	-	24,501
Net of receipts/(payments)	- 19,997	200	-	- 19,797
A5 Transfers between funds	-	-	-	-
A6 Cash funds last year end	28,605	-	-	28,605
Cash funds this year end	8,608	200	-	8,808

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £
B1 Cash funds		-	-
		-	-
		-	-
	Total cash funds	-	-
	(agree balances with receipts and payments account(s))	Agreement Error	Agreement Error

	Details	Unrestricted funds to nearest £	Restricted funds to nearest £
B2 Other monetary assets		-	-
		-	-
		-	-
		-	-
		-	-
		-	-

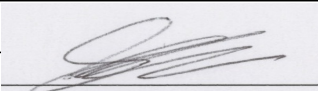
	Details	Fund to which asset belongs	Cost (optional)
B3 Investment assets			-
			-
			-
			-
			-

	Details	Fund to which asset belongs	Cost (optional)
B4 Assets retained for the charity's own use			-
			-
			-
			-
			-
			-
			-
			-
			-

	Details	Fund to which liability relates	Amount due (optional)
B5 Liabilities			-
			-
			-
			-
			-

Signed by one or two trustees on behalf of all the trustees

Signature



Print Name

Sean Richardson

CC16a

Last year
to the nearest £

-
-
-
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-
-



**Endowment
funds**

to nearest £

-
-
-
-

OK

**Endowment
funds**

to nearest £

-
-
-
-
-
-

**Current value
(optional)**

-
-
-
-
-

**Current value
(optional)**

-
-
-
-
-
-
-
-
-

**When due
(optional)**

Date of
approval

10/28/2021