

Zambia Overseas Christian Fellowship (ZOCF)



Registered Charity Number 1177269

Annual and Financial Statements

For the year ended 31 March 2025

Annual Report 2025

The Board of Trustees presents its trustees report for the year ended 31st March 2025. Charity Name: The name of the Charitable Incorporated Organisation is the Zambia Overseas Christian Fellowship. The Charitable, hereinafter abbreviated as "ZOCF in abbreviation."

Registered Office:

167-169 Great Portland Street
5th Floor
London
W1W 5PF

Board of Trustees:

Lovely K Mwambazi (Mr)
Sophie Mwiinga (Mrs)
Victor Chilekwa (Dr)

Banking Services:

Barclays Bank
Coventry High Street Branch
25 High Street
Coventry
CV1 5QZ

Governance, Risk and Objectives

Governing Document

The Zambia Overseas Christian Fellowship (ZOCF) is a charitable organisation established on February 21, 2018, and officially registered as such. Its foundation is based on a Memorandum of Association, reinforced by a special resolution that outlines the organisation's objectives and powers in the charitable sector. The charity currently has three Trustees who have served for over two years, each bringing valuable expertise to their respective roles. All Trustees are well-versed in the guidelines set by the Charity Commission, particularly as outlined in their publication *"The Advancement of Religion for Public Benefit,"* and consistently apply these principles in ZOCF's governance and operations.

The Trustees of ZOCF dedicate their time voluntarily, without seeking personal gain, to manage and oversee the organisation's various activities and operations. They present regular reports during meetings to address key issues. Supporting their efforts is the National Executive Committee (NEC) and regional leaders, they a specialised subcommittee led by the Chairperson and composed of professionals from diverse fields. The NEC

conducts research, develops recommendations, and provides valuable insights to the Board of Trustees, strengthening their decision-making processes.

Risk Assessment

ZOCF recognises the importance of Risk Assessment and defines risk as any potential action or event that could hinder the organisation's ability to achieve its objectives or implement its strategies effectively. This understanding extends beyond financial risks to include any circumstances that may have negative impacts, whether arising from threats or from missed opportunities.

The organisation prioritises the implementation of a practical Health and Safety Policy across all its premises and during activities in surrounding areas. ZOCF fully complies with the requirements of the Equality Act 2010 and the Data Protection Acts of 1988 and 2003, ensuring adherence to its legal and ethical responsibilities as a charitable entity.

In safeguarding the welfare of children and vulnerable adults, ZOCF has established a dedicated Protection Policy. This includes thorough checks conducted by the Disclosure and Barring Service (formerly CRB) for individuals who regularly work with these groups. Mrs. Sophie Mwiinga has been appointed to oversee and manage safeguarding practices. While the complete elimination of risks is impossible, ZOCF is committed to minimising risks and their potential consequences through proactive measures.

The safeguarding policy was revised and approved by the Trustees in August 2019 and has since been effectively implemented across relevant departments. Trustees remain actively informed about issues affecting the organisation, including updates on health and safety protocols, disability discrimination legislation, and child protection measures.

Public Liability Insurance

In 2018, we secured public liability insurance through Ansvar Insurance Company to cover all organisational events and gatherings. The policy premium totalled £278.18, paid in monthly instalments of £23.02 over ten months, following an initial payment of £30.00.

Key policy features include an indemnity limit of £5 million, Trustees and Directors' indemnity of £100,000, Employer's indemnity of £10 million, and Reputational Risk coverage of £105,000.

We strongly encourage all members to ensure that activities conducted at regional or national levels comply with the provisions of this insurance policy. The funding for this coverage is sourced from membership subscriptions, and policy renewals are managed on a rolling basis.

Objectives and Activities

Purposes and Aims

1. To promote the Christian faith across the United Kingdom and globally for the benefit of the Zambian community in the UK and the wider public.
2. To advocate for and advance health initiatives throughout the United Kingdom and worldwide for the benefit of the public.
3. To support community development and capacity building by enhancing the skills and abilities of the Zambian community and the public in the United Kingdom, empowering them to identify and address their needs and actively contribute to society.

Activities

1. **Impact Conference:** We hosted a three-day residential conference focused on cultural heritage, domestic abuse awareness, health, and women's empowerment. The event featured counselling sessions, physical activities, networking, and practical workshops. Keynote speakers and experts delivered sessions on leadership, entrepreneurship, and financial literacy, giving attendees valuable skills and insights.
2. **Independence Day:** This annual event aims to promote community development and capacity building by enhancing the skills and capabilities of the Zambian community and the wider public in the United Kingdom. It empowers participants to better identify and address their needs while fostering active participation in society. The event serves as a valuable source of cultural enrichment, bridging generational gaps and benefiting both younger and older attendees.
3. **Other Charitable Activities:** In this financial year, we have supported various charity activities in Zambia. World Vision a Charity registered both in Zambia benefitted from our support; our donation went towards mitigations the effects of drought. In Zambia, our monthly remittances derived from member contributions have supported the operations of Zambia Fellowship of Evangelical Students (ZAFES) and Scripture Union Zambia.

Review of the Year - Achievements and Performance

Financial Performance Report

1. Introduction

This report provides an overview of the organisation's financial performance from **April 2024 to March 2025**. It summarises income sources, monthly surpluses and deficits, and key financial trends over the period.

2. Summary of Financial Position

- Total revenue generated across the year: **£42,045.47**
- Final cumulative surplus at year-end: **£1,202.34**
- Despite several months of negative performance, the organisation ends the financial year in a small but positive surplus.

3. Monthly Performance Overview

Financial performance across the year shows noticeable fluctuation, with periods of steady growth disrupted by a few months of significant deficit.

Highlights

- **Strong performance** in April–July, with consistent surpluses.
- **Significant deficit in August** (–£16,633.46), which had the largest negative impact on the annual balance.
- Recovery through September–November, although December saw another deficit.
- **January 2025** showed a good surplus.
- **February** saw a small deficit, followed by a modest surplus in March.

Monthly Breakdown

- **Apr–Jul 2024:** Regular surpluses built a strong early-year cumulative balance.
- **Aug 2024:** A major one-off deficit substantially reduced reserves.
- **Sep–Nov 2024:** Surpluses resumed, stabilising finances.
- **Dec 2024:** A notable loss reduced gains from previous months.
- **Jan 2025:** Positive rebound with strong surplus.
- **Feb 2025:** Minor deficit.

- **Mar 2025:** Closing surplus contributes to final year-end balance of **£1,202.34**.

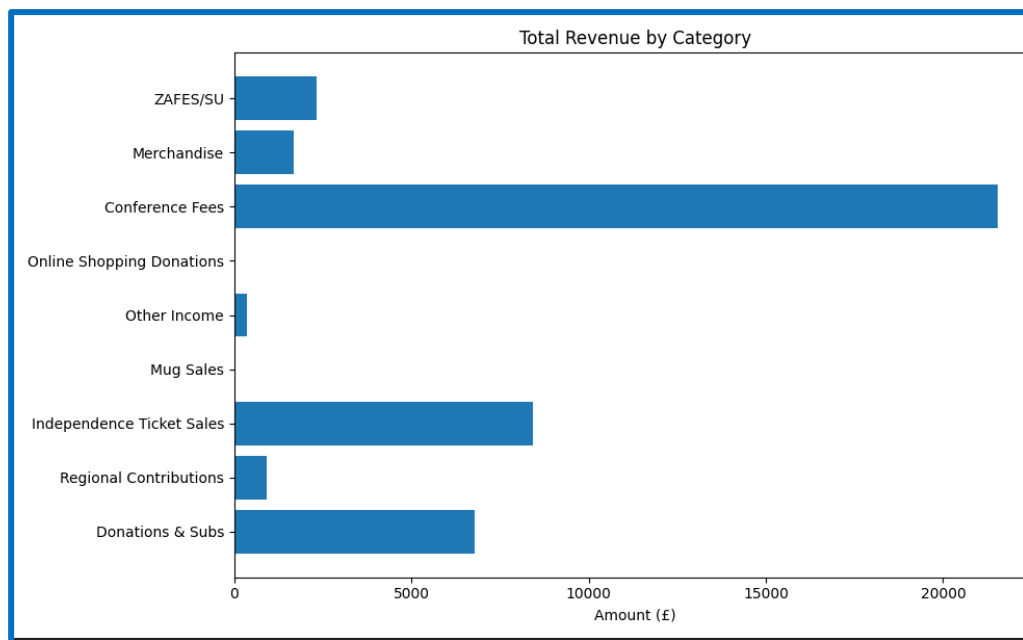
4. Income Analysis

Main Income Streams

The organisation's revenue primarily came from the following sources:

Key Observations

- Income is heavily dependent on **major events** (e.g., conferences and ticketed functions).
- Event-driven income months (e.g., October for Independence ticket sales) show significant positive spikes.
- Regular donations and subscriptions provide a steady but smaller ongoing income base.



5. Key Risks and Considerations

- **High reliance on event income:** A large portion of the year's revenue depends on a small number of high-performing months. This creates financial vulnerability if events underperform.
- **Large one-off costs:** The August deficit significantly affected the annual position and suggests a major expenditure. Understanding the nature of this cost is essential for future planning.
- **Seasonal fluctuations:** Financial performance varies considerably month to month, limiting predictability.

6. Overall Financial Outlook

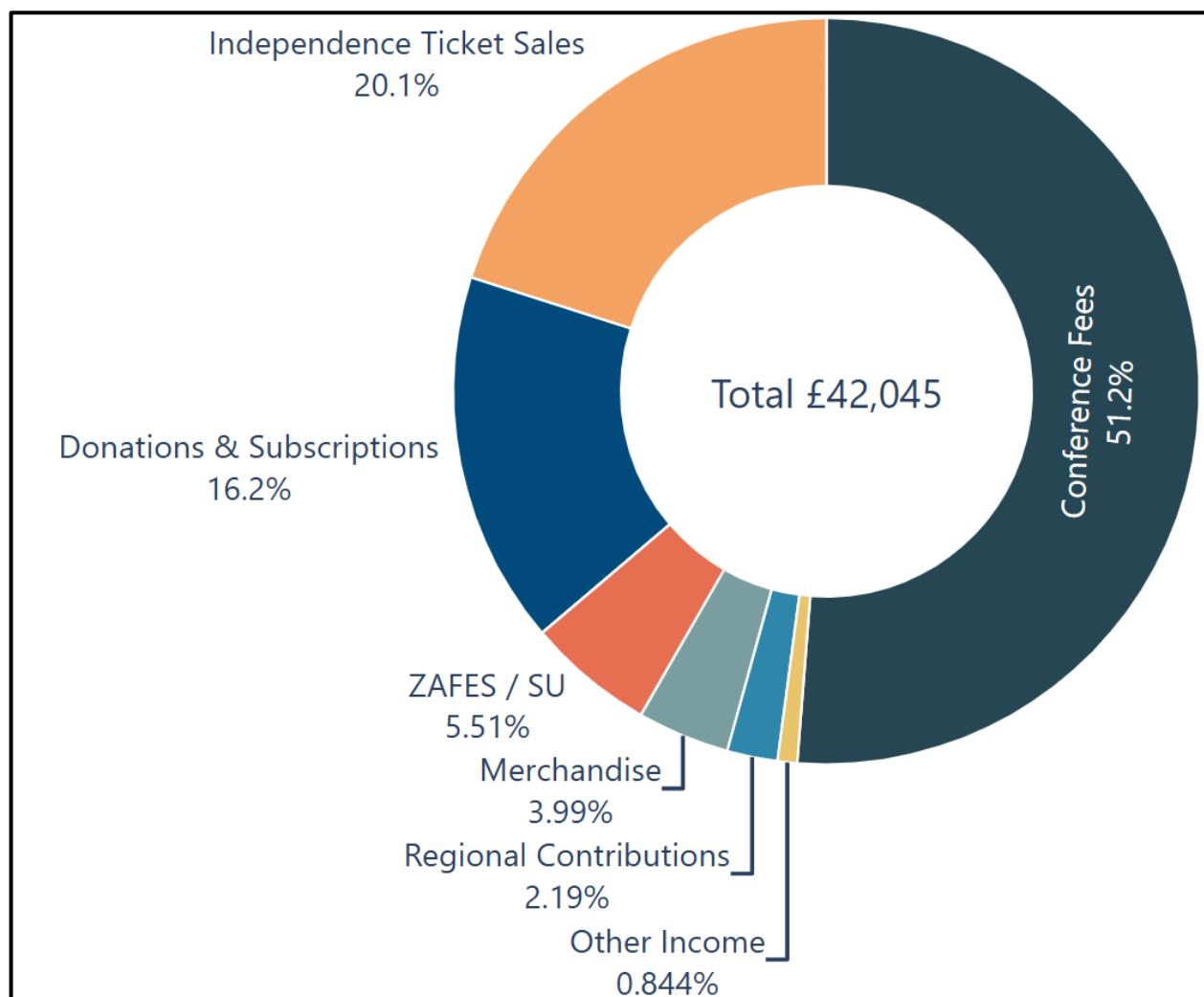
Despite substantial volatility, the organisation concludes the financial year with a **positive surplus**. Steady early-year performance, successful events, and controlled recovery post-August contributed to stabilising the position.

The coming year may benefit from:

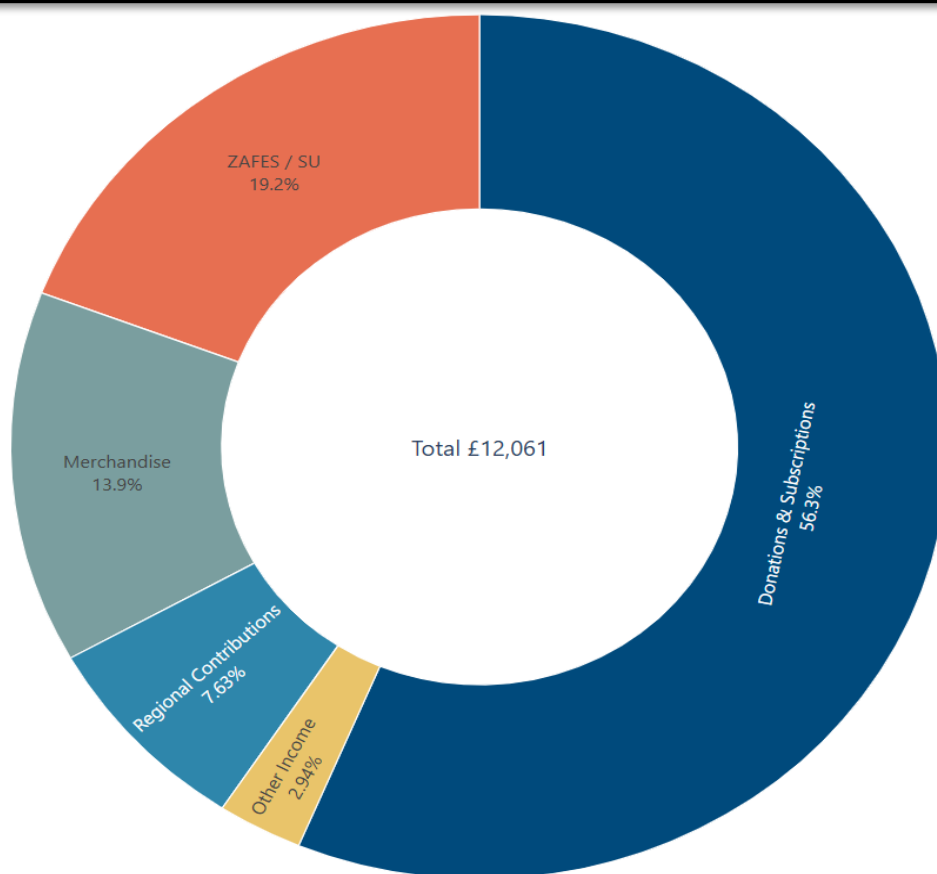
- More diversified income streams,
- Closer scrutiny of major expenditure months,
- Continued focus on high-performing events such as conferences.

7. Recommendations

1. **Review August expenditure** to understand and prevent similar large deficits.
2. **Strengthen regular income streams** (e.g., subscriptions, donations) to reduce reliance on events.
3. **Establish financial forecasting** that models event-based income more conservatively.
4. **Monitor monthly performance** with early intervention when deficits appear likely.



Donations, Subscriptions & Other Income



Traditional income streams—comprising Member Subscriptions and Offerings—generated **£12,061** during the year. This represents a **19.6% decline compared with the previous year** and highlights a concerning downward trend in our core voluntary income.

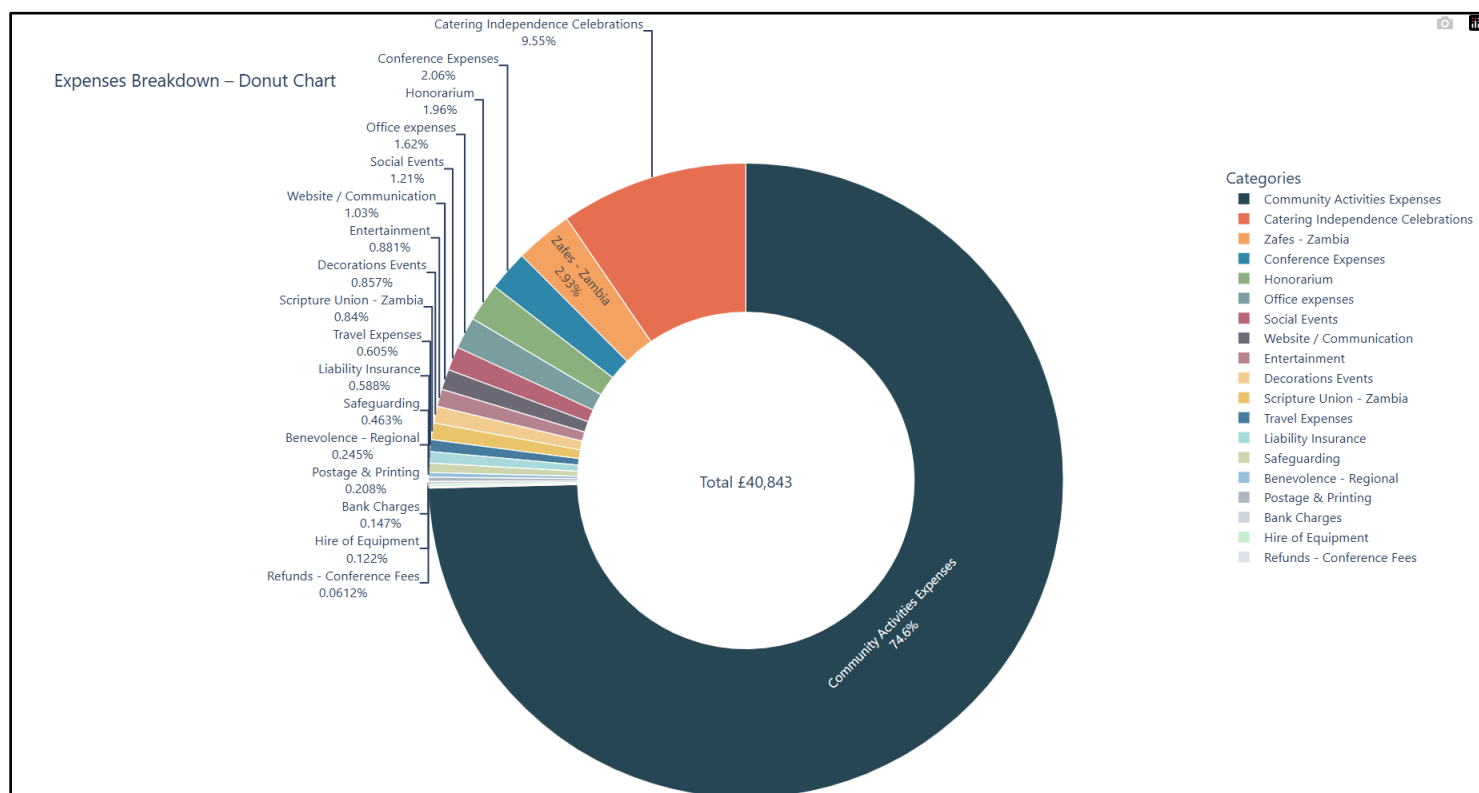
As we work towards delivering the long-term vision of ZOCF, it is increasingly important that we strengthen and diversify our funding base. At present, the organisation remains heavily reliant on membership subscriptions and voluntary contributions received during major national events, such as conferences and Independence celebrations. Although overall membership has grown, financial contributions have remained inconsistent and do not reflect this growth.

Income patterns show clear peaks during national events, while giving remains largely static for the remainder of the year. Additionally, revenue generated from these large events is often directed towards covering the operational costs of community activities, which limits our ability to build reserves or invest strategically.

These trends underscore the need for a more sustainable funding model. Strengthening regular giving, developing alternative income streams, and improving year-round financial engagement will be essential in supporting ZOCF's future growth and ensuring financial resilience.

The expenses highlighted in red were substantially higher than anticipated and played a significant role in our overall high expenditure. This was due high expenditure associated with the relaunch of the London region and high entertainment costs for independence celebrations.

Although costs for Hire of Conference venues are fully funded by delegates, associated costs such as honorarium payments and conference expenses are unusually high. The board must put in place more stringent measures to ensure these expenses are properly costed agreed beforehand.



Expenditure Analysis

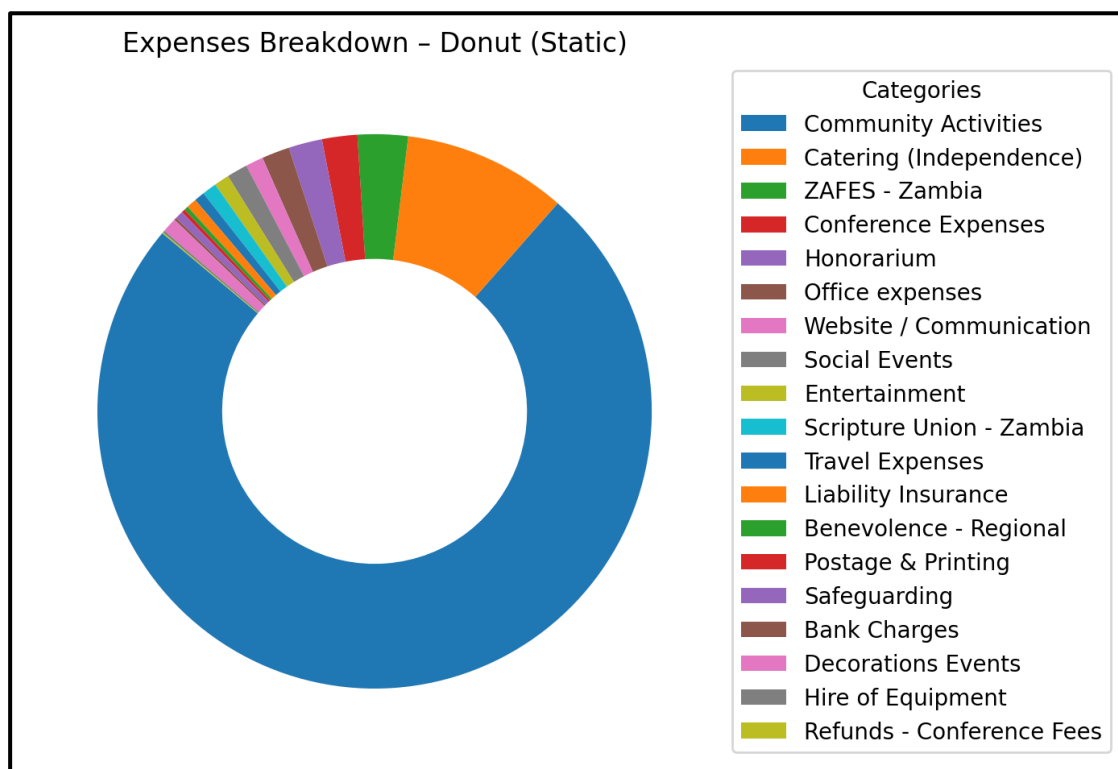
Expenditure totalled £40,843. Spending is highly concentrated: Community Activities (£30,478, 74.6%) and Catering for Independence Celebrations (£3,900, 9.6%) account for 84.2% of total costs. Administrative overheads such as Office Expenses, Website/Communication, Insurance and Bank Charges remain low individually (<2% each).

Monthly Performance

Monthly surpluses in April–July built an early positive balance. A significant deficit in August (–£16,633) reduced reserves, followed by modest recovery through autumn. December saw another loss, before a rebound in January. The year closed with a small surplus in March

Risks and Opportunities

- Event dependency: Reliance on a small number of large events increases revenue volatility and exposes the budget to cost inflation.
- Concentrated programme spend: Community activities dominate costs; without granular controls, budget overruns may occur.
- Opportunity: Strengthen regular giving (subscriptions/donations), seek event sponsorships, and broaden income streams (corporate, grants).



Plans

ZOCF has successfully extended its outreach initiatives to the regions of London, Scotland, and Northern Ireland. To consolidate these efforts and enhance regional capacity for effective community mobilisation—thereby increasing member subscriptions—additional follow-up visits will be required. Furthermore, it is recommended that a comprehensive review be undertaken to establish sustainable funding mechanisms for these outreach activities and to define appropriate scheduling intervals.

Recommendations for Action:

1. Implement a clear event-budgeting process with pre-approved cost caps for all major spending areas (e.g., catering, venue hire, equipment) to ensure financial discipline. Require teams to obtain multiple competitive quotes—ideally three—for catering and venue services to secure value for money and prevent cost inflation. All event budgets should use a simple template showing estimated and actual costs, with defined approval thresholds so trustees can monitor spending and ensure events remain financially sustainable.
2. Launch a structured regular-giving campaign that clearly links supporter contributions to measurable programme outcomes, helping members understand how consistent giving strengthens ZOCF's mission. The campaign should include transparent messaging, target monthly contribution levels, and simple sign-up pathways to encourage sustained participation. By engaging members throughout the year—rather than only during major events—the organisation can build a stable income base that supports planning, delivery, and long-term growth. The aim is to achieve a 10–15% year-on-year increase in regular giving, improving financial resilience and reducing reliance on unpredictable event-driven income.
3. Start a regular-giving campaign that shows people how their monthly support helps our programmes. Make it easy to sign up and encourage steady giving throughout the year. Aim to increase regular donations by 10–15% each year so the organisation has a more reliable and stable income.
4. Break down Community Activities by project/location and report cost per beneficiary to guide investment decisions.
5. Establish a minimum reserves policy (e.g., 1–2 months operating costs).

Statement of the responsibilities of the Board of Vision Protectors

The Board of Trustees is responsible for preparing the Annual report and financial statements in accordance with applicable law and United Kingdom generally accepted accounting practice. Charity law requires the trustees to prepare a statement of financial activities and a statement of assets and liabilities for each financial year, which gives a true and fair view of the situation of the charitable organization and of its financial activities for that year and adequately distinguishes any material special trust or other restricted funds of the charity. In preparing those financial statements the Board of Trustees is required to:

- Select suitable accounting policies and then apply them consistently
- Make judgments and estimates that are reasonable and prudent
- State, whether the policies adopted, are in accordance with the appropriate SORP on Accounting by Charities and the Accounting Regulations and with applicable accounting standards, subject to the material departures disclosed and explained in the financial statements
- Prepare the accounts on a going concern basis unless it is inappropriate to presume that the church will continue to operate.

We are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable us to ensure the financial statements comply with the Charities Act 2011.

Trustee Board Member

Approval

Signed:



Date: 30th January 2025

National Treasurer

Approval

Signed:

P. Phiri

Date: 17th January, 2025

Financial Statements

ZOCF STATEMENT OF FINANCIAL ACTIVITIES FOR THE FINANCIAL YEAR ENDED 31st March 2025

Income and Expenses Summary

Revenue	
Donations and Subscriptions	6,791
Regional Contributions - Indep	920
Independence Ticket Sales	8,436
Other Income	355
Conference Fees	21,548
Merchandise	1,679
ZAFES / SU	2,316
Total	42,045
Expenses	
Liability Insurance	240
Benevolence - Regional	100
Postage & Printing	85
Travel Expenses	247
Community Activities Expenses	30,478
Training	-
Software Expenses	-
Scripture Union - Zambia	343
Zafes - Zambia	1,196
Website / Communication	421
Honorarium	800
Safeguarding	189
Office expenses	662
Professional Fees	-
Donations	-
Projects Expenses	-
Entertainment	360
Social Events	496
Hire of Equipment	50
Conference Expenses	841
Bank Charges	60
Decorations Events	350
Catering Independence Celebrations	3,900
Regional Expenses	-
Refunds - Conference Fees	25
Total	40,843
Surplus / (Deficit) - 2024 / 2025	1,202
Retained earnings - 2023 / 24	1,820
Surplus / (Deficit) - 2024 / 2025	3,022

Balance Sheet

	2024/25	2023/24	2022/23	2021/22	2000/21
Current Assets					
Cash Funds-Bank	17,569	18,179	19,226	20,050	18,091
Accounts Receivables	-	-	-	-	-
Prepayments	-	-	-	-	-
Total	17,569	18,179	19,226	20,050	18,091
General / Main Account	6,657	8,301	10,105	7,620	8,007
Men Account	324	1,031	3,240	1,810	1,232
Women Account	3,434	3,071	1,389	5,853	2,044
Projects Account	1,014	202	61	97	188
ZOCF Wales Account	1,336	1,336	1,466	1,808	1,458
ZOCF Midlands Account	984	602	-	-	702
ZOCF Manchester Account	883	463	437	879	3,342
ZOCF Eastern Region Account	2,937	2,567	1,837	1,507	742
ZOCF Leeds Account	-	606	691	476	377
Total	17,569	18,179	19,226	20,050	18,091

Notes to the Accounts

Recommendations for Action

1. Leeds Account Status

- Confirm whether the Leeds account is **closed** or **dormant**; if closed, disclose the date and destination of any transfers to central or other regional accounts.

2. Regional Budget Framework

- Set **annual regional budgets** with quarterly reviews to align balances with planned outreach activities and avoid excessive accumulation or depletion.

3. Standardised Reporting

- Implement a **monthly cash report** from each region (opening balance, inflows, outflows, closing balance) and a **quarterly variance analysis** against budget.

4. Use of Surpluses

- Where regional balances exceed planned needs, consider **reallocating surplus** to priority projects or central reserves, subject to trustee approval.

For the year ended 31 March 2025

1. Accounting Policies

- a) The accounts have been prepared in accordance with applicable accounting standards and follow the recommendations in Statement of Recommended Practice: Accounting by Charities (SORP) 2015 and the FRS102 accounting standard.
 - b) Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when received including gifts in kind that are capable of valuation. Donations arising under Gift Aid and Deeds of Covenant together with the tax recoverable thereon are accounted for when received and provision made for tax unclaimed at the year end. Resources expended in the accounts in the period in which they are incurred and include attributable VAT which cannot be recovered.
 - c) Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets certain criteria is identified in the relevant fund. Designated funds are funds which have been allocated by the trustees for identifiable future expenditure. Unrestricted funds are donations and other income received or generated for the objects of the church without further specified purpose and is available as general funds.
 - d) Undesignated and Designated Funds:
 - General Fund – the principal operating fund covering the cost of the charitable organization as approved by the Board of Trustees.
 - e) Restricted Funds:
 - Vision – donations made towards sponsorship of chosen areas of interest by the donor if it is in line with our set objectives.
- d) Fixed assets - the charitable organization has no fixed assets.