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2022

# ANNUAL REPORT

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**ZENA.**★  
LAUNCH PAD





Our 2022 Graduates

# From the CoFounders

2022 represented our 6th year of operations in Kamuli and we were proud to end the year with our biggest graduation ceremony yet as we celebrated 20 women in their new businesses. In a year marked with skyrocketing inflation rates, irregular rainy seasons and an Ebola outbreak, the economic empowerment of rural women is more needed and more of an opportunity than ever.

Story after story of our past graduates continues to roll in; women receiving local leadership positions, employing new members of staff, and building property with their earnings. We believe passionately in the strength of our model and are seeing it work powerfully.

We are so thankful to all who have supported us in this work.

Caragh and Loren



# Our Mission

To economically empower women to have the power to rewrite stories of extreme poverty and gender inequality.

# Our Model

We provide women experiencing extreme poverty with ONE YEAR of safe employment alongside access to tools for income generation, holistic development, and community support.

Upon graduation, Zena women have the skills and capital to launch income generating activities and break the cycle of poverty for themselves and their families.



Accounts for the Zena Launchpad for the period from 1  
January 2022 to 31 December 2022

Registered charity number: 1185868  
CIO: CE019231

Report of the trustees for the period from 1 January 2022 to 31st December 2022

The Trustees present their report together with the financial statements of the charity for the period from 1 January 2022 to 31st December 2022.

These financial statements comply with the Charities Act 2011, the Articles of Association, and Accounting and Reporting by Charities Statement of Recommended Practice applicable to Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102) (Charities SDRP (FRS102) and the Charities Act 2011).

Reference and Administrative Information

Officers for the period:

Jane Pleace  
Peter Tibigambwa  
Sarah Gough (Chair)  
Sebastian Mitchell

Registered office:  
3 Avenue Gardens,  
Teddington,  
TW11 0BH

Bank:

CAF Bank, 25 Kings Hill Avenue  
West Malling  
Kent  
ME19 4JQ

Independent examiner:

Andrew Gardner  
7 The Fairway  
Lake  
Isle of Wight  
PO36 9EE





### Structure, Governance and Management

The Zena Launchpad is a Charitable Incorporated Organisation governed by its Foundation document dated 6th November 2020.

New Trustees are appointed by the existing Board of Trustees on the basis of their expertise and involvement in furthering the mission and vision of the charity. The Board of Trustees meets quarterly to oversee the vision and strategies of the charity. There were no salaried members of staff in 2022.

### Public Benefit

The Trustees have paid due regard to the Charity Commission's guidance on public benefit in deciding the activities undertaken by the Charity in the period. The Trustees are satisfied that the information provided in the report and accounts meets the public benefit reporting requirements.

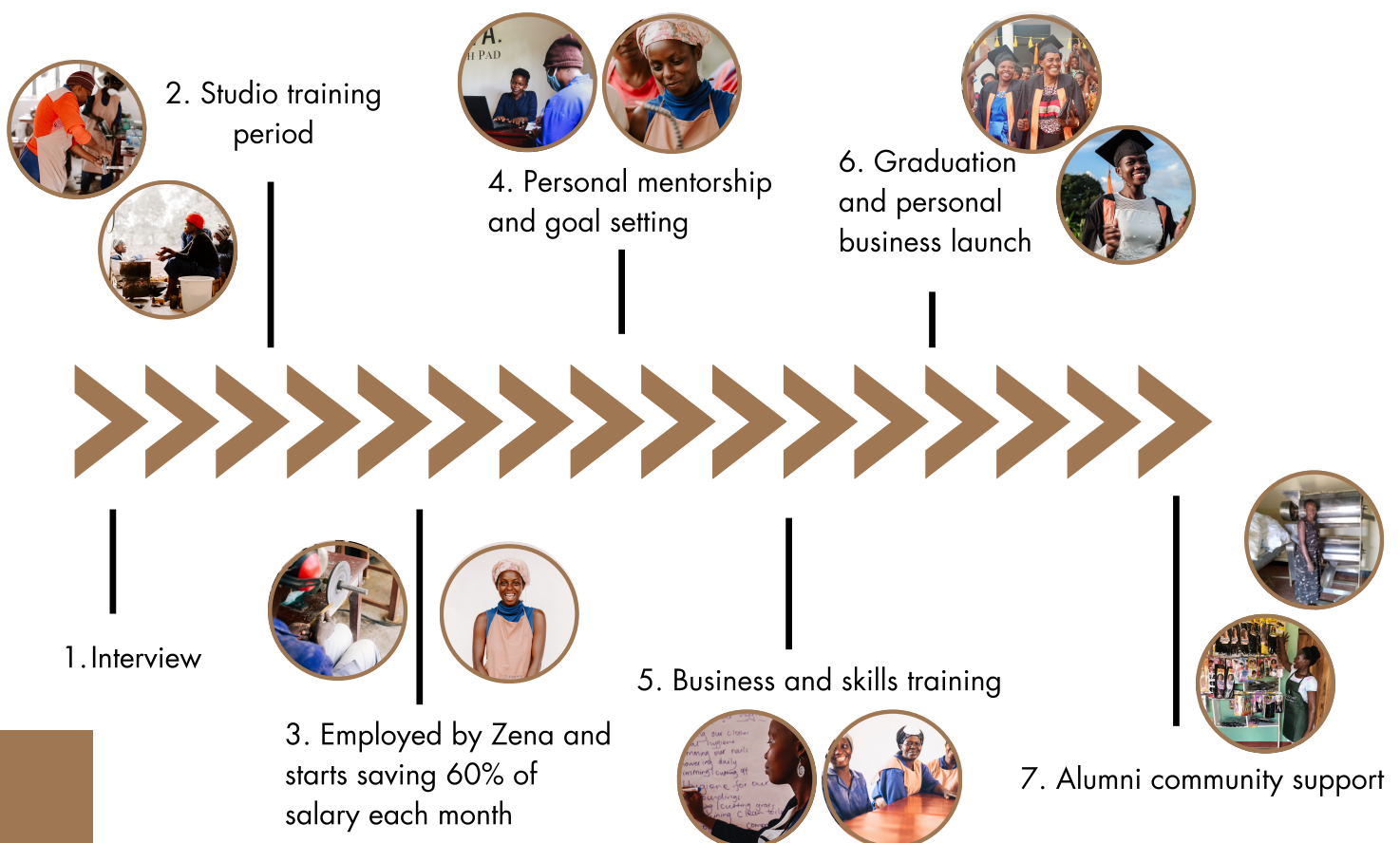
# A One Year Holistic Launch Pad

At the Zena Launch Pad we believe that extreme poverty is not an exclusively economic problem, but is symptomatic of wider systemic issues. We aim to provide the following 3 components for a holistic launch pad towards financial freedom.

**Capital:** through a monthly salary while creating our jewellery, 40% puts them and their families above the poverty line while 60% is saved each month towards start up capital for their own business upon graduation.

**Confidence:** Zena women access our holistic curriculum of education streams including literacy, business education, leadership, digital literacy, agricultural training and counselling.

**Community:** Poverty is created not only by a lack of financial resources but by a lack of networks of support. Zena women belong to a peer group who journey together and graduate together. The Zena Launch Pad is designed to foster friendships that create belonging, personal value and security.







# New Programme: Digital Literacy

In 2022 we kicked off a new stream of educational programming for our curriculum: Digital Literacy.

One of the biggest prevailing barriers to breaking the poverty cycle is the increasing tech gap experienced by the rural poor in Uganda.

Our training programme supports the Zena women in using emails, typing, using the internet and accessing online financial support.

Confidence in digital communications is critical for economically empowered women in Kamuli.

## Lydia's Story

Lydia accessed digital literacy classes at the Zena HQ this year and graduated to start her juice factory in Autumn 2022.

In order to sell her tamarind juice to wholesalers, she needed to secure the Ugandan Health Authority verification mark on her labels to certify that her production was inline with national health and hygiene standards.

Lydia was able to use her email address and newly found confidence with digital communication to file the correct documents with the Health Authority and obtain the certifying mark for her labels.

She is now able to sell her juice to wholesalers in Kamuli and the surrounding areas. Vastly increasing her market access.

Congratulations Lydia!







# New Programme: Agricultural Training

The economic stability of rural communities is inextricably connected to their harvests and the agricultural activities they carry out on the land. Women often bear the responsibility and role of maximising economic productivity of their gardens and any livestock. These are critical financial assets for rural families.

In 2022 we began our partnership with ISU (Iowa State University) to implement a practical training course on agricultural best practices to increase economic yield from household agricultural activities. We have started an HQ garden farm and have even been eating some of the produce in our lunches!





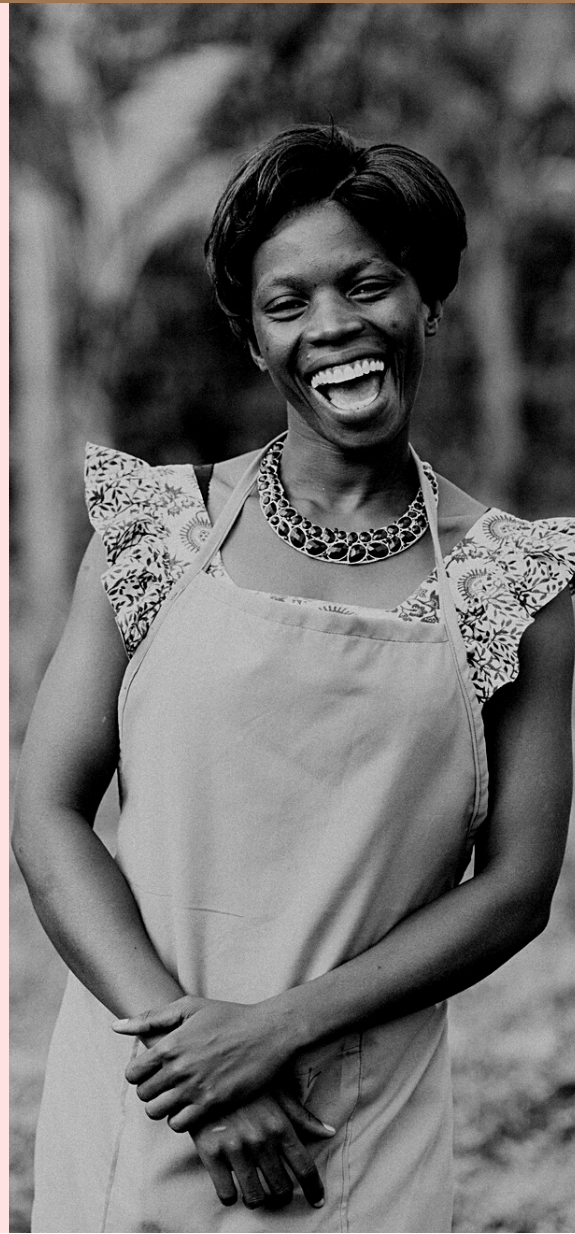


# Beneficiary to Benefactor

At Zena we believe that the best placed individuals to create transformation in communities experiencing systemic injustices are those who are typically marginalised within them. We believe rural women have the power to create jobs, build livelihoods, educate the next generation and turn the tide on gender inequality. The Zena women are not the beneficiaries, but the benefactors. The change starts with them.

## Rachel's Story

Rachel graduated in 2020 to start her tailoring studio with her savings from Zena. Due to a specific embroidery machine Rachel was able to purchase, she attracted contracts from local primary schools as her studio could embroider the logos. Rachel has been able to grow her studio and has recently been contracted by a large International NGO to train a group of vulnerable women in tailoring skills in her community. Rachel is excited to provide support and training to a wider group of women. She is a change-maker for her own community.



# The Numbers

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67

WOMEN SUPPORTED

402

INDIVIDUALS OUT  
OF POVERTY



42

BUSINESSES  
STARTED

86%

BUSINESSES MADE IT  
PAST 1ST BIRTHDAY

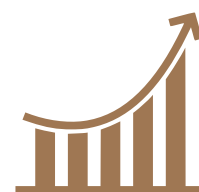


38

WOMEN ACCESSED  
LITERACY CLASSES

100%

WOMEN EXPERIENCE  
RAISE IN HOUSEHOLD  
INCOME







# Monica's Story

"Before I joined Zena I had a very negative view of life and of myself. But now I know that I am a business woman. I am so excited by business foundations, things I have learned here, like customer segmentation and the SWOT analysis. I learned that I am good at creative business strategy and I can foster that mindset in myself and others.

In the past two years with Zena I have bought land and I am building a house of my own, all with my own money. **ANYTHING** is possible in life.

When I first came to Zena I hated myself so much that I couldn't even stand to be around other people. Now, life is filled with people and laughter. I am no longer tired of the world. This community has changed my life. I Thank you for loving me and believing I could be someone when I didn't even believe it myself."

# Financial Review

The Trustees have prepared accounts for The Zena Launchpad in accordance with the requirements of the SORP of best accounting practice.

## Review of the year

The Zena Launchpad raised income of £58,446 from donations during 2022. Our expenditure was £101,068 so we used some of our general fund reserves which had grown quite large by the end of 2021.

## Income and Expenditure

The Zena Launchpad relies on donations for its source of funding. Most of the donations came from individuals and we are grateful to the broadening group of churches, trusts and businesses joining in to support our innovative approach.

Most fundraising was undertaken by the trustees and volunteers with some support of professional grant proposal writers. The costs of raising funds amounted to £600. All the grants made by The Zena Launch Pad were to Zena Uganda (an International NGO) to support their delivery of the programmatic work of training women as entrepreneurs.

## Reserves policy and balance sheet

The Zena Launchpad is the primary funder of the entrepreneurial training scheme at Zena Uganda. The women commit to the programme of 12 months. As our income is mostly from lump sums rather than regular giving, we aim to keep over 6 months running costs of that programme in reserve to ensure all the women who join can finish the programme.





# Independent examiner's report to the trustees of The Zena Launchpad

I report to the trustees on my examination of the accounts of The Zena Launchpad ('the Trust') for the year ended 31st December 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 all the applicable directions given by the Charity Commission under section 145(5)(b) of the Act.

## Scope of Examination

To enable my examination, I have been provided with detailed Excel spreadsheets containing all relevant accounting records, bank statements, supporting records and a copy of the draft Statutory Accounts.

The examination of accounts has included the following actions –

1. Checking the consistency of records contained on the Excel spreadsheets, that detailed expenditure and income statements reconcile with the accounts summary.
2. Reconciliation of accounting records to bank statements. The bank balance was agreed to the annual accounts statement.
3. A sample of invoices from the accounting records were examined and were matched to bank statement entries.
4. Gift aid submissions were examined and matched to receipts from HMRC.

## 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 giving me cause to believe that in any material respect:

1. accounting records were not kept by the Trust in accordance with section 130 of the Act; or
2. the accounts did not accord with those records; or
3. 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.



Andrew Gardner

Statement of Financial Activities for the period  
from 1 January 2022 to 31st December 2022

	2022			2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	<u>Funds</u>	<u>Funds</u>	<u>Funds</u>	<u>Funds</u>	<u>Funds</u>	<u>Funds</u>
	£	£	£	£	£	£
<b>INCOME FROM:</b>						
Donations and legacies	58,378	-	58,378	130,343	35,398	165,740
Investment income	67		67			
<b>TOTAL INCOME</b>	<b>58,446</b>	<b>-</b>	<b>58,446</b>	<b>130,343</b>	<b>35,398</b>	<b>165,740</b>
<b>EXPENDITURE ON:</b>						
Charitable activities	95,849	4,469	100,318	78,403	36,412	114,815
Activities for raising funds	600		600	1,200		1,200
Governance costs	150		150	150		150
<b>TOTAL EXPENDITURE</b>	<b>96,599</b>	<b>4,469</b>	<b>101,068</b>	<b>79,753</b>	<b>36,412</b>	<b>116,165</b>
<b>Net income / (expenditure)</b>	<b>(38,153)</b>	<b>(4,469)</b>	<b>(42,622)</b>	<b>50,590</b>	<b>(1,015)</b>	<b>49,575</b>
Gross transfers between funds	0	0	0	0	0	0
<b>Net movement in funds</b>	<b>(38,153)</b>	<b>(4,469)</b>	<b>(42,622)</b>	<b>50,590</b>	<b>(1,015)</b>	<b>49,575</b>
<b>RECONCILIATION OF FUNDS</b>						
Total funds brought forward	90,902	12,018	102,920	40,312	13,033	53,345
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b>52,749</b>	<b>7,549</b>	<b>60,298</b>	<b>90,902</b>	<b>12,018</b>	<b>102,920</b>





## Balance Sheet as at 31st December 2022

	Notes	<u>2022</u>		<u>2021</u>	
		£	£	£	£
<b>Current assets</b>					
Debtors and accrued income	2	-		10,250	
Cash at bank and in hand		60,448		92,820	
		<u>60,448</u>		<u>103,070</u>	
<b>Creditors: falling due within one year</b>	3	<u>(150)</u>		<u>(150)</u>	
<b>Net current assets</b>			<u>60,298</u>		<u>102,920</u>
<b>Net assets less current liabilities</b>			60,298		102,920
<b>Net assets</b>			<u><u>60,298</u></u>		<u><u>102,920</u></u>
<b>Reserves</b>					
<b>Unrestricted funds:</b>					
General fund		52,749		90,902	
Restricted funds		<u>7,550</u>		<u>12,018</u>	
			60,298		102,920
			<u><u>60,298</u></u>		<u><u>102,920</u></u>

The accounts have been prepared in accordance with the Financial Reporting Standard 102.

These accounts were approved by the trustees on 14th April 2023 and were signed on its behalf by:



Sarah Gough (Chair)



# Notes to the accounts of the Zena Launchpad for the period 1 January 2022 to 31st December 2022

## 1. Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charity's accounts

### Basis of preparation

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to the accounts. The accounts have been prepared in accordance with the Statement of Recommended Accounting Practice FRS 102 and with the Charities Act 2011.

### Incoming resources

The accounts are prepared on the accruals basis of accounting: income is recognised when receivable, except for donations of all kinds that are recognised when received; income tax recoverable is recognised at the same time as the donation. Funds generated through sales of merchandise are accounted for gross. Grants and donations are accounted for when paid over, or when awarded, if that award creates a binding obligation on the charity. Legacies are only recognised when received.

### Resources expended

'Resources expended' has a wider meaning than 'expenditure': it excludes the costs of fixed assets that are capitalised but includes their subsequent depreciation on the basis set out below. The categories as defined by the SORP 2006 are:

- Costs of generating funds are those costs incurred in fundraising.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services. It includes all costs that can be allocated directly to such charitable activities.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the independent examination fees.

### Funds

Unrestricted funds represent funds that are not subject to any restrictions regarding their use and are available for application on the general purposes of the charity. Restricted funds are funds donated with restrictions as to their use.

### Fixed assets and depreciation

Items of plant and equipment are capitalised where the acquisition value exceeds £1,000.





<b>2 Income</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
By source		
Donations from individuals - not gift aidable	<b>3,389</b>	25,852
Donations from individuals - gift aid recoverable	<b>35,180</b>	41,250
Income tax recovered via gift aid	<b>8,809</b>	10,251
Donations from churches, schools and businesses	<b>5,000</b>	66,989
Grants from grant making trusts	<b>6,000</b>	21,398
	<b>58,378</b>	165,740

<b>3 Debtors</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Income tax recoverable	-	10,250
Prepayments and accrued income	-	-
	-	150

<b>4 Creditors due within one year</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Accounts payable	-	-
Accruals	<b>150</b>	150
	<b>150</b>	150

Remuneration of independent examiner amounts to £150

## 5 Staff numbers and costs

There were no staff employed by The Zena Launchpad

## 6 Related Party Disclosures

No trustees have been paid any remuneration or received any benefits from their association with the charity.

## 7 Commitments

There are no capital commitments as at 31 December 2022 (2021: Nil)

## 8 Restricted funds

	Balance brought forward at 1 January			Balance carried forward at 31 December 2022
<b>Year to December 2022</b>	<b>2022</b>	<b>Income</b>	<b>Expenditure</b>	
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Unrestricted funds	90,902	58,446	(96,599)	<b>52,749</b>
Restricted funds for				
- improvements to buildings and land	7,550		-	<b>7,550</b>
- entrepreneurship director salary	4,043		(4,043)	-
- training of junior staff	426		(426)	-
	<b>102,920</b>	<b>58,446</b>	<b>(101,068)</b>	<b>60,298</b>

	Balance brought forward at 1 January			Balance carried forward at 31 December 2021
<b>Year to December 2021</b>	<b>2021</b>	<b>Income</b>	<b>Expenditure</b>	
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Unrestricted funds	40,312	130,343	(79,753)	<b>90,902</b>
Restricted funds for				
- improvements to buildings and land	10,000	20,000	(22,450)	<b>7,550</b>
- entrepreneurship director salary	3,033	14,398	(13,388)	<b>4,043</b>
- training of junior staff	-	1,000	(574)	<b>426</b>
	<b>53,345</b>	<b>165,740</b>	<b>(116,165)</b>	<b>102,920</b>



# Looking Forwards: Zena HQ Campus

In 2022, thanks to the generous support of our donors, we were able to complete the purchase on our new plot of 3 acres in Kamuli.

In 2023 we are raising £100,000 to construct our new Zena Launch Pad HQ campus. This will allow us to build classrooms, studio space, kitchen facilities, offices and changing rooms allowing us to double our capacity and create inspiring spaces of innovation, belonging and empowerment for our Zena community.

We also are grateful to our growing community of donors who facilitate our ongoing holistic economic empowerment education programming.







JULIET



BITIJUMA



ALLEN



FARIDA



AMINA



ALICE



JUSTINE



RUTH



SARAH



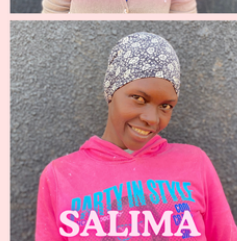
SARAH



BETTY



SCOVIA



SALIMA



SAMALI



CATHERINE



JULIET



RACHEL



ZAITUNA



ASIAT



HELLEN



OLIVA



SOPHIE



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DELILA



BEATRICE

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