

**ANNUAL REPORTS AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST DECEMBER 2024**

**MUSANA COMMUNITY  
DEVELOPMENT ORGANISATION**

(Charitable Incorporated Organisation)

**CHARITY REGISTRATION No: 1186895**

Castle View Accounting Ltd  
Ground Floor Offices  
53 High Street  
Arundel  
West Sussex  
BN18 9AJ

**MUSANA COMMUNITY DEVELOPMENT ORGANISATION**  
(Charitable Incorporated Organisation)

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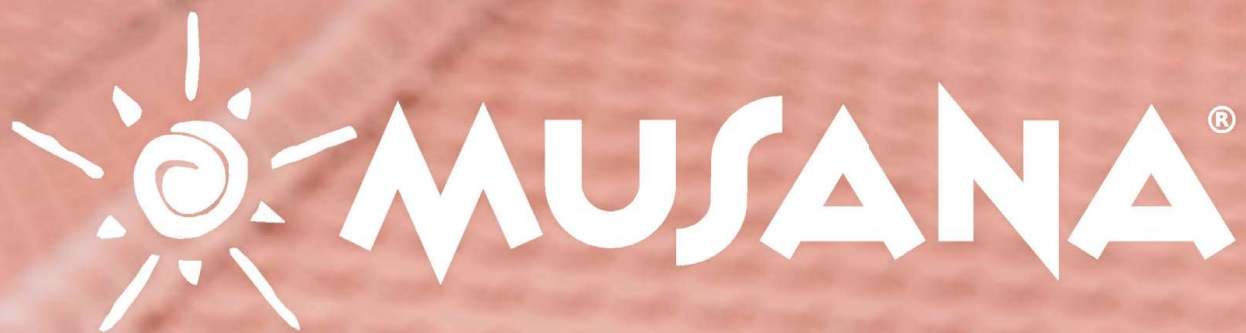
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# MUSANA COMMUNITY DEVELOPMENT ORGANISATION

(Charitable Incorporated Organisation)

## LEGAL AND ADMINISTRATIVE INFORMATION

<b>CHARITY NUMBER</b>	1186895
<b>NAME CHANGE</b>	Formerly Edith's Hope
<b>DATE OF REGISTRATION</b>	11th December 2019
<b>START OF FINANCIAL YEAR</b>	1st January 2024
<b>END OF FINANCIAL YEAR</b>	31st December 2024
<b>TRUSTEES AT 31ST DECEMBER 2024</b>	Jennifer Wordley Don Dolifka Andrea Pauline James Wicks Hariri Isabirye
<b>LEGAL STATUS</b>	Charitable Incorporated Organisation
<b>GOVERNING INSTRUMENT</b>	CIO - Foundation Registered 11th December 2019 as Amended on the 30th November 2023.
<b>OBJECTS</b>	For the public benefit the relief of poverty and hardship among orphans and vulnerable children in Uganda through the provision of shelter, food, medicines, education, training and other such Charitable services at the Trustees may from time to time think fit.
<b>CORRESPONDENCE ADDRESS</b>	1 Knightswood View Station Lane Chandler's Ford Eastleigh Hampshire SO53 4EN
<b>PRIMARY BANKERS</b>	CAF Bank Ltd 25 Kings Hill Avenue West Malling Kent ME19 4JQ
<b>INDEPENDENT EXAMINERS</b>	Castle View Accounting Ltd Ground Floor Offices 53 High Street Arundel West Sussex BN18 9AJ



2024  
**Annual  
Report**



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## Dear Friends & Partners Of Musana,

As we reflect on this past year, we are filled with gratitude and awe at what has been accomplished. Musana continues to grow, impacting thousands through education, healthcare, and economic empowerment. This year, we launched construction of our third Musana Vocational High School (MVHS), opened our third hospital, and generated over \$3.5M in revenue through 19 social enterprises—reinforcing the power of locally led sustainability.

With growth comes incredible opportunity. The increasing demand for our services is a testament to the impact we are making, fueling our excitement to reach even more lives. We are energized by the challenge, inspired to push further, and committed to breaking cycles of dependency and poverty. Each step forward strengthens our resolve to innovate and expand, ensuring Musana's impact continues to transform communities in profound ways.

None of this would be possible without you—our donors, staff, and partners. Your generosity has enabled us to educate and train 8,700 women and children, provide over 1 million people access to quality healthcare (315,000 patient visits), and employ 680 dedicated staff members. You are part of this movement, and we are deeply grateful.

Looking ahead, we envision 60 enterprises in 10 communities by 2032, educating 20,000 students, providing 3 million people access to quality healthcare, and employing 3,000+ staff members annually. We will continue expanding our model, bringing sustainable development to more communities and empowering lives for generations to come.

As we step into another year, we invite you to walk alongside us in this journey of transformation, knowing our work is guided by a greater plan. 'Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us.' – Ephesians 3:20. This promise strengthens our faith and commitment to uplifting communities with dignity and self-reliance. Investing in impact, one business at a time, creates a ripple effect that changes generations.

## With heartfelt gratitude and hope,

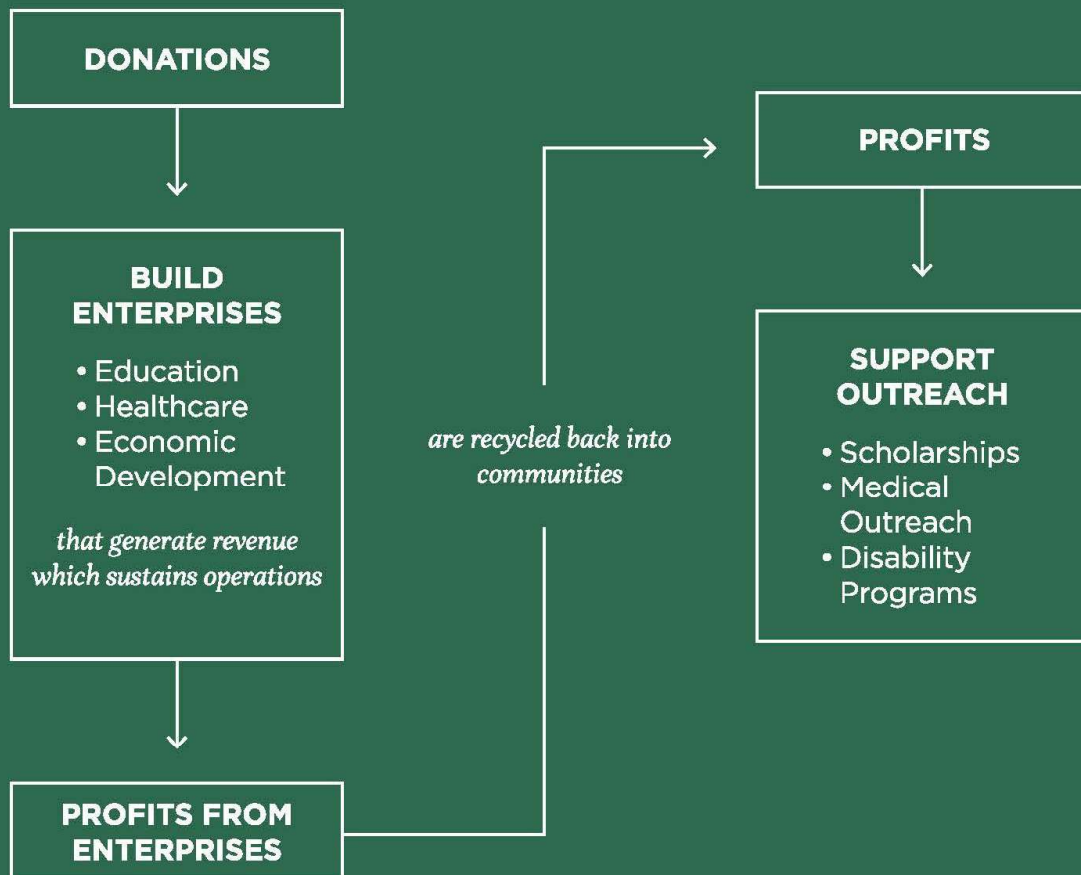
*Haril and Andrea Kazindra*

Co-Founders and Co-CEOs



# Musana's Model

Musana's model empowers communities to achieve self-reliance by combining sustainable enterprises, local leadership, and holistic services, breaking the cycle of dependency and fostering lasting impact.



## Donor **CONTRIBUTIONS**

Donations are used to build enterprises such as schools, hospitals, production units, hotels, and restaurants, which serve the community while generating revenue for sustainability.

## Charitable Arm **PROFITS**

Charitable Arm Profits fund Musana's charitable arm, supporting scholarships, free healthcare, programs for students with special needs, and other initiatives that directly impact the most vulnerable in the community.

## Key **ATTRIBUTES**

- **SUSTAINABILITY THROUGH ENTERPRISE:** *Revenue-generating businesses fund essential services*
- **LOCALLY LED INITIATIVES:** *Empowering communities with leadership and ownership*
- **INTEGRATED APPROACH:** *Addressing education, healthcare, and economic development holistically*
- **REPLICABILITY:** *Proven model for scaling into new communities*



# 2024 Key Achievements

**LAUNCHED CONSTRUCTION OF MUSANA VOCATIONAL HIGH SCHOOL (MVHS) IN KAMULI:** Set to open in January 2026, this school will empower 1,000+ young people annually with the education and skills they need to build brighter futures.

**ACQUIRED LAND IN BUDAKA AND MAYUGE:** Setting the foundation for Musana's 4th and 5th communities, expanding our reach and impact.

**OPENED OUR THIRD MUSANA HOSPITAL IN KAMULI:** Providing essential healthcare services to 7,506 patients in the community.

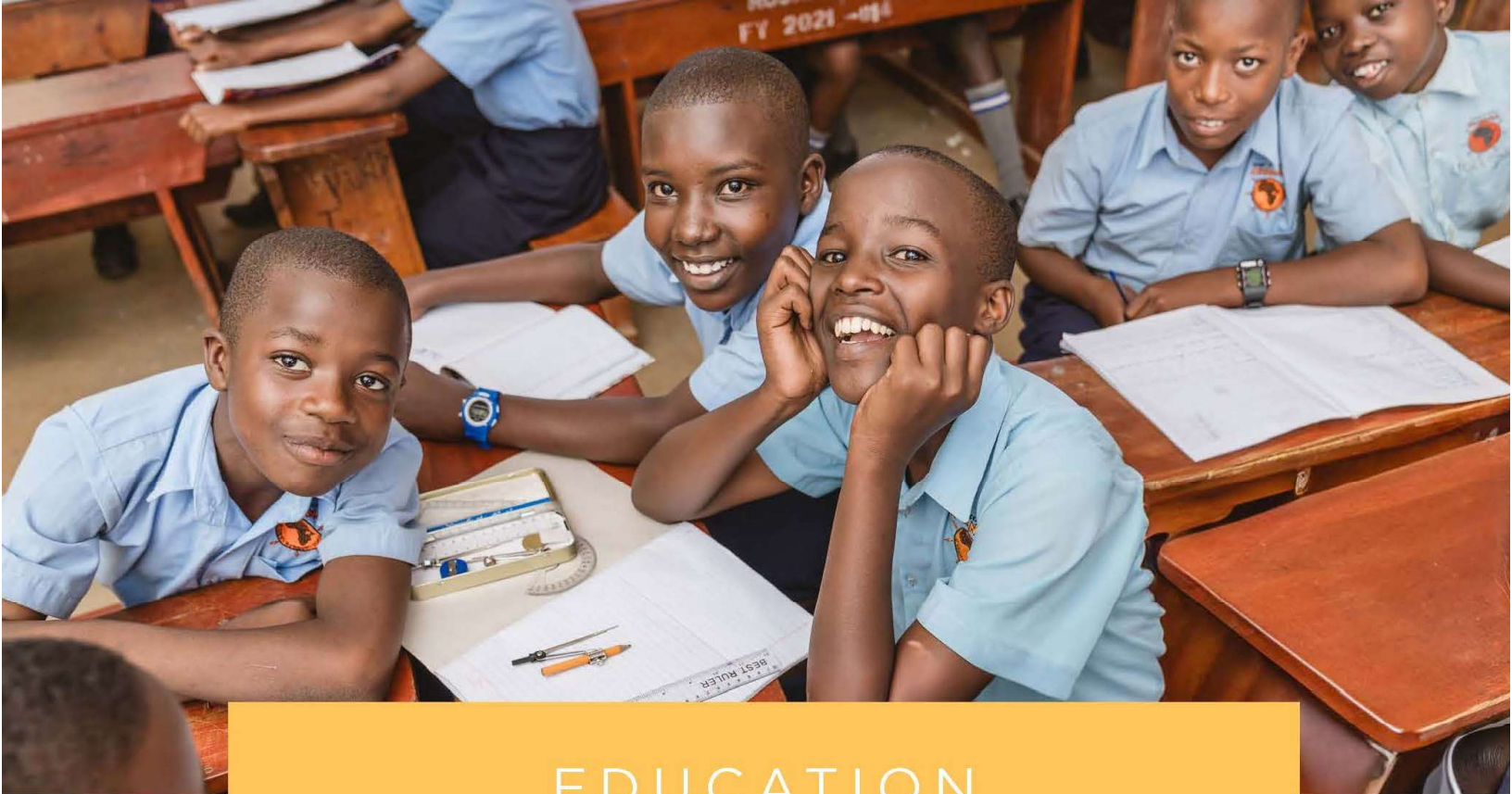
**ESTABLISHED THE MUSANA EMPOWERMENT CENTER IN KALIRO:** A transformative space where women are gaining skills to become job creators and support their families.

**EXPANDED GLOBALLY WITH A NEW FUNDING OFFICE IN THE UK:** Broadening our international support base to sustain Musana's growth.

**CELEBRATED MUSANA HOSPITAL IN IGANGA:** Ranked #1 for excellence among health facilities across nine districts!

*In 2024, Musana touched the lives of over **250,000 PEOPLE** — reflecting the full reach of our services throughout the year.*

IMPACT	2024	2008-2024
STUDENTS	5,219	8,798
PATIENT VISITS	48,996	315,605
FULL-TIME LOCAL EMPLOYEES	685	685
MEALS PROVIDED	6,152,712	24,652,712
CAPITAL INVESTED	\$3,109,876	\$15,861,742
INCOME GENERATED LOCALLY	\$3,583,710	\$15,536,858



## EDUCATION

**8 SCHOOLS**

- 4** *Nursery and Primary Schools*
- 2** *Vocational High Schools*
- 2** *Women's Vocational Schools*

**5,219 STUDENTS**

**97%** of 245 Primary 7 students scored in Division 1 and 2 compared to 61% nationally

**100%** of the 290 Senior 4 students who sat for national exams in Musana passed!

**MUSANA SCHOOLS ARE 55% MORE AFFORDABLE** than competing schools

**MUSANA PRIMARY SCHOOLS RANKED #1 IN IGANGA & KAMULI, RANKED #2 IN KALIRO** (out of hundreds of schools in each district)

**50%** of students are female

**713 GRADUATES** are moving on to the next level of education

**1,943 STUDENTS** were provided scholarships in Musana schools and in tertiary schools

**Meet Patrick**





## HEALTHCARE

**3** HOSPITALS

**48,996** Patient Visits  
**2,860** Rehabilitation Therapy Visits  
**314** Major Surgeries  
**691** Babies Delivered

**18,635 FREE HEALTH SERVICES** were provided

**OVER 1 MILLION PEOPLE** now have access to quality and affordable healthcare!

A baby born at a Musana hospital is **3.7 TIMES MORE LIKELY OF SURVIVING** than at other facilities





## ECONOMIC DEVELOPMENT

**19** ENTERPRISES

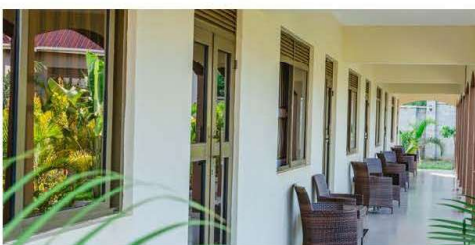
**685** Ugandans Employed Full-Time

**OVER 500** construction workers hired on different sites

**A TOTAL OF 176,763** hotel and restaurant visits

**277 INTERNATIONAL VISITORS** from the United States, United Kingdom, and China

**954 STUDENTS** were trained in a vocational skill



**Fred's Story**



# 2024 Annual Impact of Replication Sites: Iganga, Kaliro, & Kamuli



DISTRICT	<u>IGANGA</u>	<u>KALIRO</u>	<u>KAMULI</u>
<i>Year Construction Started</i>	2008	2020	2022
<i>Year Fully Operational</i>	2017	2023	2026
<i>Total Capital Invested** (2008-2024)</i>	\$7,179,788	\$4,638,023	\$3,759,801
<i>Enterprises in Operation (end of 2024)</i>	9	6	4
<i>Students Educated (2024)</i>	3,162	1,333	724
<i>Patients Served (2024)</i>	27,160	14,330	7,506
<i>Staff Employed (2024)</i>	358	190	120
<i>Total Revenue Generated (2024)</i>	\$2,379,386	\$776,083	\$428,241
<i>Total Expenses (2024)</i>	\$1,838,018	\$742,510	\$435,857
<i>Profits (2024)</i>	\$541,368	\$33,573	\$(7,616)
<b>Total Sustainability (2024)</b>	<b>129%</b>	<b>105%</b>	<b>98%</b>

\*Central office staff, capital, overhead and outreach expenses are not included. | \*\*Total capital invested does not include land purchased for Budaka and Mayuge in 2024, as those campuses are just beginning construction.



# Where the Profits Go

LOCALLY-FUNDED CHARITY

- **SCHOLARSHIPS: 1,943 STUDENTS** were provided scholarships in Musana schools and in tertiary schools
- **SPECIAL NEEDS AND THERAPY SERVICES: SUPPORTED 349 CHILDREN** with disabilities through therapy and tailored programs
- **FREE HEALTH SERVICES: 18,635 FREE TREATMENTS** at hospitals and in village health outreaches
- **NEW HOMES: 2 HOMES WERE BUILT** for vulnerable families by students from MVHS



## MUSANA LEADERSHIP DEVELOPMENT PROGRAM (MLDP)

### DEVELOPING FUTURE LEADERS:

Equips emerging Musana leaders with essential skills for sustainable impact.

**CORE TRAINING AREAS:** Governance, ethical leadership, financial stewardship, and social entrepreneurship

**HANDS-ON EXPERIENCE:** Mentorship, real-world problem-solving, and innovation workshops

**FAITH-CENTERED GROWTH:** Leadership grounded in prayer and ethical values

## Impact in 2024

### 86 LEADERS TRAINED

**IN 2024**—many now managing Musana schools, hospitals, and businesses

### LOCALLY-LED

**EXPANSION**—ensuring future Musana campuses thrive under homegrown leadership

### SUSTAINABLE COMMUNITY TRANSFORMATION—

graduates are actively driving change in their communities



# *Capital* **IMPACT**

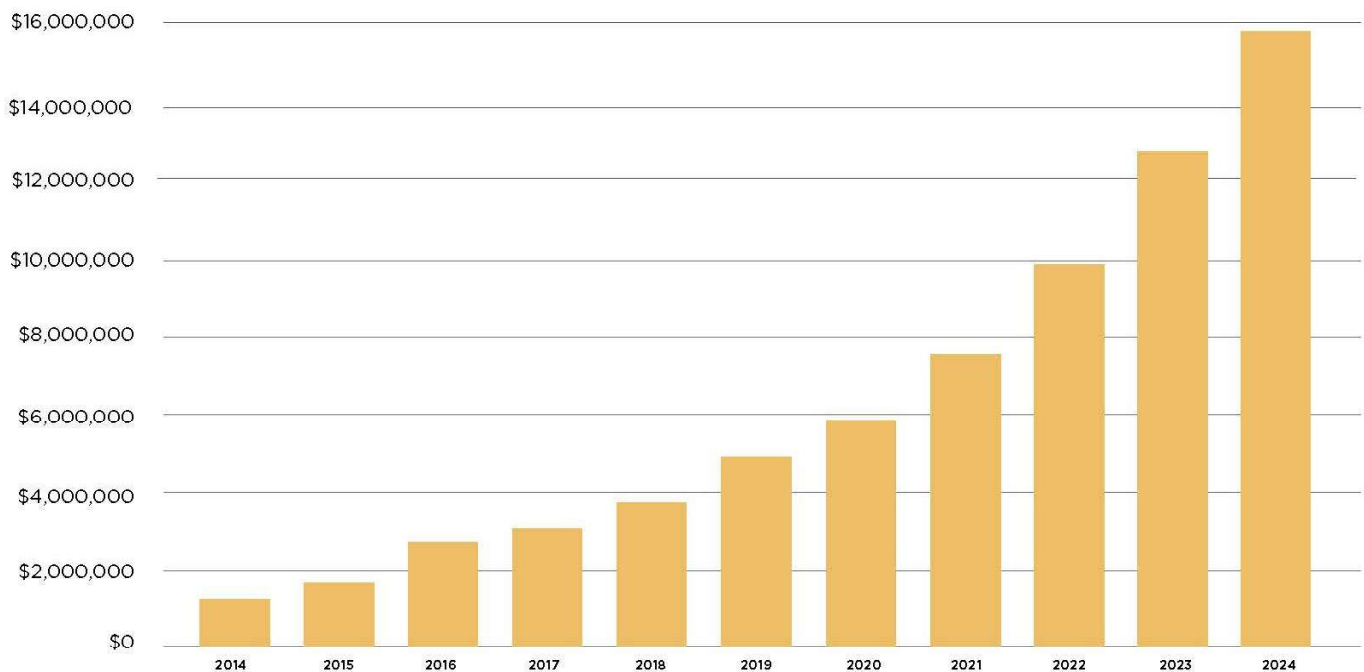
WHEN YOU INVEST IN MUSANA,  
**YOU EMPOWER THE LOCALS WITH**  
**QUALITY INFRASTRUCTURE** THEY NEED TO  
MAKE CHANGE WITHIN THEIR OWN COMMUNITIES.



- \$315,669** IGANGA COMMUNITY
- \$649,141** KALIRO COMMUNITY
- \$1,860,936** KAMULI COMMUNITY
- \$150,843** BUDAKA COMMUNITY
- \$133,287** MAYUGE COMMUNITY

CAPITAL INVESTED IN  
INFRASTRUCTURE IN  
2024: **\$3,109,876**

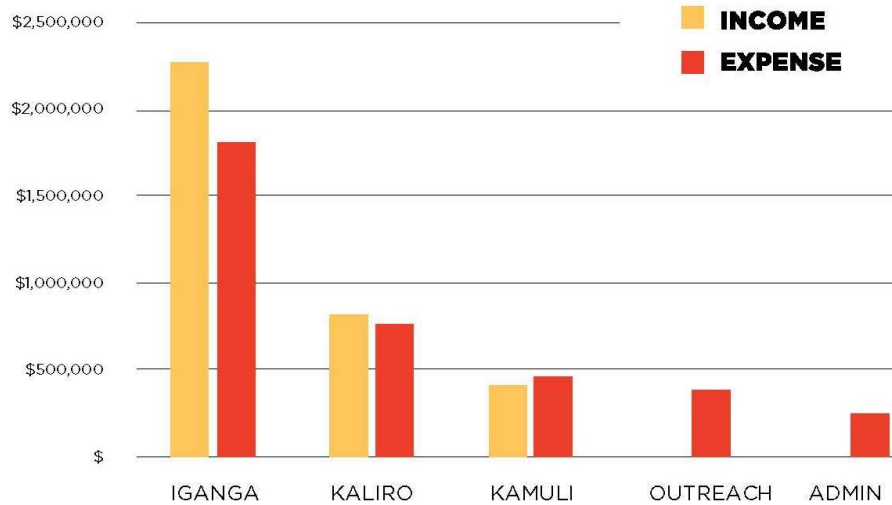
## *Cumulative* **CAPITAL INVESTMENT**



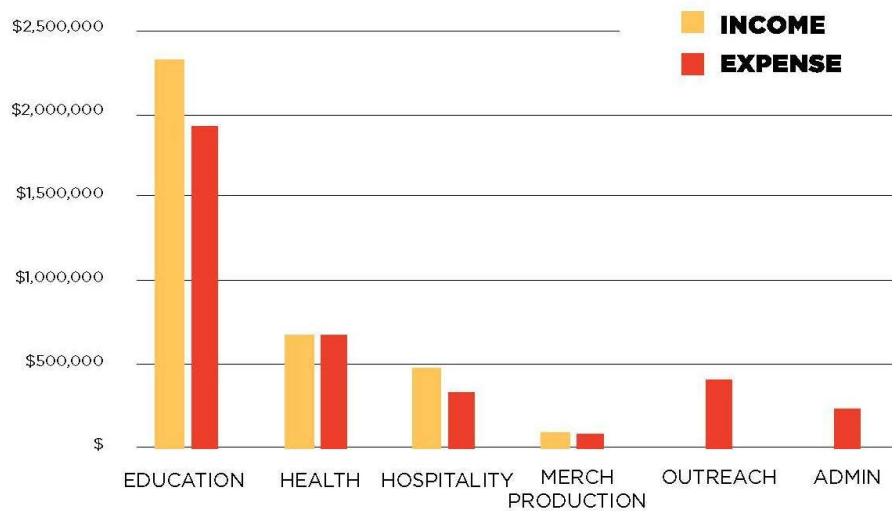
# SUSTAINABILITY

## *of Uganda Operations*

### Sustainability by Location



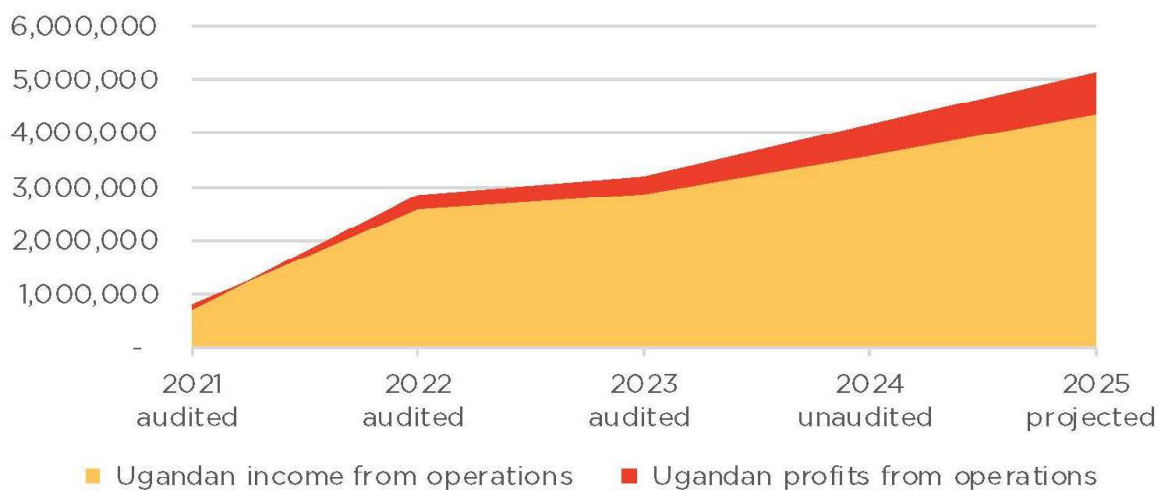
### Sustainability by Sector



## Year-Over-Year Growth in Revenue & Profits

WITH 2025 PROJECTIONS

### Ugandan In Country Income & Profits from Operations



*Note: central office capital, overhead and outreach expenses are not included.*

# CONSOLIDATED

## *statement of financial position*

AS OF DECEMBER 31, 2024 | WITH COMPARATIVE TOTALS FOR 2023

### ASSETS

<b>Current Assets</b>	<b>2024</b>	<b>2023</b>
Cash and Cash Equivalents	718,505	306,223
Investments	1,072,316	787,697
Donations Receivable	151,033	77,898
Accounts Receivable	262,157	96,623
Prepaid Expenses	185,788	67,061
Right-of-use Asset	43,139	43,139
Inventory	242,663	310,293
Property and Equipment	13,281,065	10,525,682
<b>TOTAL ASSETS</b>	<b>\$15,956,666</b>	<b>\$12,214,616</b>

### LIABILITIES & NET ASSETS

<b>Liabilities</b>	<b>2024</b>	<b>2023</b>
<b>Current Liabilities</b>		
Accounts Payable	212,588	100,805
Current Portion of Long-Term Debt *	4,566	4,566
<b>Total Current Liabilities</b>	<b>217,154</b>	<b>105,371</b>
<b>Long Term Liabilities</b>		
Social Impact Investing Loans and Lease Obligations *	3,251,528	2,270,559
Operating Lease Liability	43,702	43,702
<b>Total Liabilities</b>	<b>3,512,385</b>	<b>2,419,632</b>
<b>Net Assets</b>		
Without Donor Restrictions	11,571,347	9,187,063
With Donor Restrictions	872,934	607,921
<b>Total Net Assets</b>	<b>12,444,281</b>	<b>9,794,984</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$15,956,666</b>	<b>\$12,214,616</b>

Musana is comprised of three separate legal entities that each maintain their own financial records; in 2024 we added the third legal entity, Musana UK, recorded in British Pounds. Although there is some overlap, broadly speaking, program activities are run by the non-governmental organization (NGO) registered in Uganda, recorded in Ugandan Shillings. Administrative & General and Fundraising activities are recorded in the Colorado and Musana UK branches. The following financial information is a consolidation of all entities unless otherwise specified. All amounts are in US dollars. Ugandan Shillings and British Pounds have been converted to US dollars at the exchange rate in effect at the end of each year. All entities are currently under audit for 2024. All 2024 financial data is therefore unaudited.

# CONSOLIDATED

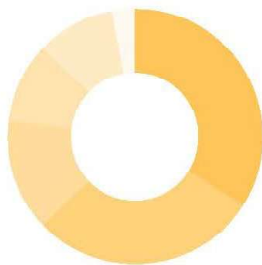
## statement of activities

FOR THE YEAR ENDED DECEMBER 31, 2024

### INFLOW

Uganda Program Income	3,583,710
Donations	
Individual	2,630,524
Businesses, Non-Profits, Church Partners	442,939
Shine Partners	291,920
Fundraisers	1,439,721
Other Income	1,080,808
Social Impact Investing*	1,000,000

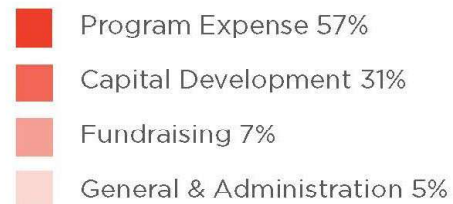
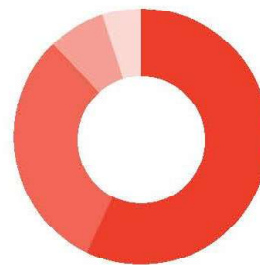
TOTAL INFLOW **\$10,469,622**



### OUTFLOW

Program Expenses	5,810,143
General & Administration Expenses	472,276
Fundraising Expenses	727,463
Capital Development	3,135,727

TOTAL OUTFLOW **\$10,145,609**



*Charity Navigator has awarded Musana their highest honor, 4-Star Rating for Accountability & Finance.*

*\*Musana took on Social Impact Investing Loans in 2022 to be used for capital construction in Uganda. These loans are uncollateralized, low interest loans, which include financial incentives to payoff early and to perform to measurable standards. The Musana boards in the US and Uganda approved these loans as a way of increasing the speed of construction in both Kaliro and Kamuli, allowing both campuses to be completed approximately 2 to 3 years earlier than without the loans.*



# 2025 Expansion:

SCALING IMPACT, TRANSFORMING LIVES

*In the year ahead we will continue our bold expansion, bringing education, healthcare, and economic development to even more communities.*

# Breaking Ground, Building Futures

**FINALIZING OUR KAMULI REPLICATION:** Musana Vocational High School is on track to open in 2026, equipping young people with the skills they need for successful futures.

**EXPANDING THE MUSANA EMPOWERMENT CENTER (MEC) & PRODUCTION UNITS IN KALIRO:** More women and youth will gain access to training and employment opportunities, fostering financial independence.

**LAUNCHING OPERATIONS IN MAYUGE & BUDAKA:** The construction of two new primary schools will mark the beginning of Musana's presence in these communities, with accompanying social enterprises to follow.

## 7-Year Vision: Transforming 10 Communities by 2032

**MUSANA'S PROJECTED IMPACT WILL EXTEND FURTHER THAN EVER BEFORE:**

- **60 thriving enterprises fueling local economies**
- **20,000 students empowered through education**
- **3 million people given access to quality education**
- **3,000 staff members driving change and innovation**
- **Over \$20M in annual local revenue**  
*(\$3M in local profit to use for locally funded charity)- when operating at full capacity*

**THIS IS MORE THAN GROWTH—IT'S A MOVEMENT.** We are proving that sustainable, locally led development is the future, and with your support, we are changing the narrative of aid. The future is bright, and Musana is leading the way.



# Thank You

*We are so grateful for the donors,  
partners, staff, and community leaders  
who helped Musana grow in 2024!*



## GRATITUDE FOR 2024

- 1,194** **SUPPORTERS** fueled Musana's mission through generous gifts
  - 494** **NEW SUPPORTERS** joined our Musana family through first-time donations
  - 321** **MONTHLY SUPPORTERS** provided a stable source of capital throughout the year to drive long-term impact
- **1,071 EVENT ATTENDEES** joined us at one or more of our events in the US and the UK
  - **135 VOLUNTEERS** contributed their time and resources to actively join the work God is doing through Musana
  - **277 INTERNATIONAL TRAVELERS** visited Uganda to experience firsthand how Musana's model transforms communities

# Musana's Team

## CO-FOUNDERS & CEOS

*Oversee the Ugandan, UK, and US teams*

Andrea Kazindra

Haril Kazindra

## UGANDA TEAM

### **Head Office Staff:**

John Mary Mungere – Financial Controller

Susan Akunu – Administrative Manager

Oliver Kwagala – Human Resource Manager

Denelson Magumba – Procurement Officer

Noah Waako – Estates Officer

Phillip Aine – Accountant

Doreen Nafuna – Accountant

Juliet Achen – Accounts Assistant

Hosea Satati Uziah – Head Spiritual Nurture Affairs

Ronald Nantamu – Regional Coordinator- Kaliro

Reagan Kusasira – Regional Coordinator- Kamuli

Yona Ibanda – Public Relations Officer

Mariam Kagoya – Human Resource Assistant

### **Outreach Department:**

Joash Paul Ndizaawa – Head Outreach Department & MEC

Florence Nabaganzi – Social Worker- MEC-Iganga

Lydia Nangobi – Social Worker- MNPS-Busei

Manjeri Kikazi – Social Worker- MNPS-Bukona

Hellen Birungi – Social Worker- MVHS-Kaliro

Mary Moureen Achan – Social Worker- MVHS-Iganga

Edward Maganda – Social Worker- MCHC-Iganga

Brian Wamalwa – Social Worker- MCHC-Kaliro

Victor Mukooba – Social Worker- MCHC-Kamuli

Apophia Muwanguzi – Social Worker

Rogers Egesa – Occupational Therapist

### **Musana Empowerment Center (MEC):**

Victoria Ahumuza – Administrator- Iganga

Suzan Kitali – Accounts Assistant- Iganga

Florence Birungi – Administrator MEC & Guest House- Kaliro

### **Hospitality:**

Hannington Kabbala – Manager- Solview Hotel-Iganga

Noah Lutaaya – Manager- Solview-Kamuli

Harun Wansadha – Manager- Guest House Iganga &

Head Chef Solview Hotel- Iganga

Joseph Opolot – Guest Liaisons Officer

Moses Nabajja – Assistant Guest Liaisons Officer

Samuel Tumwebaze – Assistant Guest Liaisons Officer

Lillian Namukose – Chef-Guest House- Iganga

### **Education – Primary Schools:**

Mike Nalugoda – Technical Manager- Primary Schools

Henry Wayambuka – Deputy Head Teacher MNPS- Kaliro

Esther Agwang – Head Teacher- MNPS-Kamuli

Morris Odida – Deputy Head Teacher- MNPS-Kamuli

Henry Ngobi – Head Teacher- MNPS-Bukona

Mugoya Hamidu – Deputy Head Teacher- MNPS-Bukona

Jowel Mongoi – Head Teacher- MNPS-Busei

Ivan Lugendo – Deputy Head Teacher- MNPS-Busei

Irene Nakagolo – Head Nursery Section- MNPS-Busei

### ***Educational – Vocational High Schools:***

Raymond Raanga Owino – Technical Manager- MVHS  
Abdallah Mbubu – Deputy Head Teacher- Academics  
Oliver Batale – Head Teacher- MVHS-Kaliro  
Paul Bwana – Deputy Head Teacher- Administration-Kaliro  
Ronald Batabaire – Deputy Head Teacher Academics-Kaliro  
Isimail Kasadha – Administrator/PRO-Kaliro  
Racheal Mukyala – Deputy Head Teacher- Administration-Iganga

### ***Musana Community Hospitals:***

Carol Agasha – Technical Manager  
Jesse Naaya – Medical Officer & Head Clinician  
Onesmus Wakabi – Medical Officer & Head Clinician-Kaliro  
Ivan Munigwa – Medical Officer & Incharge Maternity  
Francis Oneka – Medical Officer & Head Clinician-Kamuli  
Nicholas Mandela – Physiotherapist  
Annet Kitonto – Hospital Administrator-Kamuli  
Pelinah Nyag – Hospital Administrator-Kaliro  
Susan Kibodyo – Hospital Administrator-Iganga

### **UGANDA BOARD MEMBERS**

Loida Nambi – Chairperson  
Elizabeth Baleke – Member  
Beatrice Tanaguza – Member  
Andrea Pauline Kazindra – Treasurer  
Edward Kimalyo – Member  
David Baxter Bakibinga – Member (Legal Advisor)  
Haril Kazindra – Secretary  
Peter Frontile Kawanguzi – Member (Medical Advisor)

### **US TEAM**

Erin Moser – Chief Advancement Officer  
Cory Wolven – Communications & Marketing Director  
Tami Hall – Operations Manager  
Susie Knight – Community Engagement & Volunteer Coordinator  
Nicole Unger – Events Officer  
Monique Garcia-Carson – Merchandise Coordinator  
Amy Kirschke – Community Engagement Coordinator  
Hannah Hostetler – Development Officer  
Ellen Conner – Bookkeeper  
Brad Fischer – Accountant

### **US BOARD MEMBERS**

Leigh Dunn – President  
Tracy Pirnack – Secretary  
Seth Gunderson – Treasurer  
Jason Groom  
Keith Kasten  
Justin Mihalcin  
Kay Morrison  
John Sawyer

### **US BOARD ADVISORY**

Don Dolifka  
Bob Moser  
David Morrison  
Pat Pauline  
Stew Pirnack  
Bob Rensink

### **UK TEAM**

Paul Smith – UK Director  
Zoe Carpenter – Bookkeeper

### **UK BOARD MEMBERS**

Andrea Kazindra  
Haril Kazindra  
Jim Wicks  
Jenny Wordley  
Don Dolifka



# Get Involved

## DONATE

*Replication of our model relies on the generosity of people like you. Join us as we break the cycle of poverty and dependency in more communities! Support Musana today at [MUSANA.ORG/DONATE](https://musana.org/donate)*

## SPONSOR AN EVENT

*Contact us for sponsorship opportunities at [info@musana.org](mailto:info@musana.org)*

## VISIT MUSANA

*Travel to Uganda with a team to experience Musana's model firsthand! More info at [MUSANA.ORG/TAKE-A-TRIP](https://musana.org/take-a-trip)*

## VOLUNTEER

*Join us at [MUSANA.ORG/VOLUNTEER](https://musana.org/volunteer)*

# Contact Us

**Musana Community Development Organization**  
**[WWW.MUSANA.ORG](https://www.musana.org)**

—

**U.S. Funding Office**  
**8100 E Arapahoe Rd., Suite 305, Centennial, CO 80112**  
**303-955-0380 | [info@musana.org](mailto:info@musana.org)**

—

**UK Funding Office**  
**1 Knightswood View, Station Lane,**  
**Chandler's Ford, SO53 4EN**  
**+44 7841 865442 | [info.uk@musana.org](mailto:info.uk@musana.org)**

FOLLOW MUSANA





**Musana.org**

**MUSANA COMMUNITY DEVELOPMENT ORGANISATION**  
(Charitable Incorporated Organisation)

**TRUSTEES' REPORT (Continued)**  
**FOR THE YEAR ENDED 31ST DECEMBER 2024**

**Trustees' Responsibilities**

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable Law and the Generally Accepted Accounting Principles (GAAP) including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

The Charities Act 2011 require the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the CIO and of the surplus of the CIO for that period. In preparing those financial statements the trustees are required to:

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare financial statements on the going concern basis unless it is inappropriate to presume that the CIO will continue in existence.

The trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Governing Document. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Trustees on .....9th July 2025.....

Signed on their behalf by Trustee .....

Printed Name: J. Wicks

**MUSANA COMMUNITY DEVELOPMENT ORGANISATION**  
(Charitable Incorporated Organisation)

**INDEPENDENT EXAMINER'S REPORT ON THE ACCOUNTS**

Report to the trustees/ members of Musana Community Development Organisation on the accounts for the year ended 31st December 2024 set out on pages 32 to 40.

**Respective responsibilities of trustees and examiner**

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

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act, and
- state whether particular matters have come to my attention

**Basis of independent examiner's statement**

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

**Independent examiner's statement**

In connection with my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that in any material respect, the requirements:
  - to keep accounting records in accordance with section 130 of the Charities Act; and
  - to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Act

have not been met; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

K. Collaku MAAT  
Castle View Accounting Ltd  
Ground Floor Offices  
53 High Street  
Arundel  
West Sussex  
BN18 9AJ



Date: 17th July 2025

# MUSANA COMMUNITY DEVELOPMENT ORGANISATION

(Charitable Incorporated Organisation)

## STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31ST DECEMBER 2024

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	TOTAL 2024 £	TOTAL 2023 £
<b>INCOMING RESOURCES</b>						
<b>Incoming Resources from Generated Funds</b>						
Donations, Grants & Legacies	3a	230,661	-	-	230,661	128,650
Charitable Activities	3b	9,446	-	16,500	25,946	15,391
Activities for Generating Funds	3c	4,165	-	-	4,165	-
Investment Income	3d	432	-	-	432	41
<b>TOTAL INCOMING RESOURCES</b>		<b>244,703</b>	<b>-</b>	<b>16,500</b>	<b>261,203</b>	<b>144,081</b>
<b>RESOURCES EXPENDED</b>						
<b>Costs of Generating Funds</b>						
Cost of Charitable Activities	4a	264,820	-	25,248	290,068	119,268
Cost of Generating Funds	4b	1,437	-	-	1,437	3,437
Governance Costs	4c	6,072	-	-	6,072	1,148
<b>TOTAL RESOURCES EXPENDED</b>		<b>272,328</b>	<b>-</b>	<b>25,248</b>	<b>297,576</b>	<b>123,853</b>
<b>NET INCOMING (OUTGOING) RESOURCES</b>		<b>(27,625)</b>	<b>-</b>	<b>(8,748)</b>	<b>(36,373)</b>	<b>20,228</b>
Funds Brought Forward		89,260	-	-	89,260	69,032
Transfer Between Funds	5	(8,748)	-	8,748	-	-
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>52,887</b>	<b>-</b>	<b>-</b>	<b>52,887</b>	<b>89,260</b>

Movements on all reserves and all recognised gains and losses are shown above. All of the organisation's operations are classed as continuing.

The notes on pages 34 to 40 form part of these financial statements.

# MUSANA COMMUNITY DEVELOPMENT ORGANISATION

(Charitable Incorporated Organisation)

## BALANCE SHEET AS AT 31ST DECEMBER 2024

	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 31-Dec-24 £	TOTAL 31-Dec-23 £
<b>Fixed Assets</b>					
Tangible Assets	2	-	-	-	-
Investments	7	-	-	-	-
<b>Total Fixed Assets</b>		-	-	-	-
<b>Current Assets</b>					
Stock	18	4,662	-	4,662	-
Debtors & Prepayments	9	13,592	-	13,592	2,623
Cash at Bank and in Hand	8	36,782	-	36,782	87,717
<b>Total Current Assets</b>		<b>55,036</b>	-	<b>55,036</b>	<b>90,340</b>
<b>Creditors:</b> Amounts falling due within one year	10	2,149	-	2,149	1,080
<b>NET CURRENT ASSETS</b>		52,887	-	52,887	89,260
<b>TOTAL ASSETS</b> less current liabilities		<b>52,887</b>	-	<b>52,887</b>	<b>89,260</b>
<b>Creditors:</b> Amounts falling due in more than one year	11	-	-	-	-
<b>NET ASSETS</b>		<b>52,887</b>	-	<b>52,887</b>	<b>89,260</b>
<b>Funds of the Charity</b>					
General Funds		52,887	-	52,887	89,260
Designated Funds	5	-	-	-	-
Restricted Funds	6	-	-	-	-
<b>Total Funds</b>		<b>52,887</b>	-	<b>52,887</b>	<b>89,260</b>

Approved by the Trustees on .....9th July 2025.....

Signed on their behalf by Trustee .....

Printed Name: J. Wicks

# MUSANA COMMUNITY DEVELOPMENT ORGANISATION

(Charitable Incorporated Organisation)

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER 2024

### 1. ACCOUNTING POLICIES

#### Basis of Preparation & Assessment of Going Concern

##### Basis of Preparation

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (SORP 2015) (Second Edition, effective 1st January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Charities Act 2011.

The Charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost unless otherwise stated in the relevant accounting policy notes.

##### Assessment of Going Concern

Preparation of the accounts is on a going concern basis. The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

##### Incoming Resources

##### Recognition of Incoming Resources

These are included in the Statement of Financial Activities (SOFA) when:

- the charity becomes entitled to the resources;
- the trustees are virtually certain they will receive the resources; and
- the monetary value can be measured with sufficient reliability

##### Incoming Resources with Related Expenditure

Where incoming resources have related expenditure (as with fundraising or contract income) the incoming resource and related expenditure are reported gross in the SOFA.

##### Grants and Donations

Grants and Donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

##### Tax Reclaims on Donations and Gifts

Incoming resources from tax reclaims are included in the SOFA at the same time as the gift to which they relate.

##### Contractual Income and Performance Related Grants

This is only included in the SOFA once the related goods or services has been delivered.

##### Gifts in Kind

Gifts in kind are accounted for at a reasonable estimate of their value to the charity or the amount actually realised. Gifts in kind for sale or distribution are included in the accounts as gifts only when sold or distributed by the charity. Gifts in kind for use by the charity are included in the SOFA as incoming resources when receivable.

##### Donated Services and Facilities

These are only included in incoming resources (with an equivalent amount in resources expended) where the benefit to the charity is reasonably quantifiable, measurable and material. The value placed on these resources is the estimated value to the charity of the service or facility received.

##### Volunteer Help

The value of any voluntary help received is not included in the accounts.

##### Investment Income

This is included in the accounts when receivable.

##### Investment Gains and Losses

This included any gain or loss on the sale of investments and any gain or loss resulting from revaluing investments to market value at the end of the year.

# MUSANA COMMUNITY DEVELOPMENT ORGANISATION

(Charitable Incorporated Organisation)

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31ST DECEMBER 2024

### 1. ACCOUNTING POLICIES (continued)

#### Expenditure and Liabilities

##### Liability Recognition

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to pay out resources.

##### Governance Costs

Include costs of the preparation and examination of statutory accounts, the costs of the trustees meetings and cost of any legal advice to trustees on governance or constitutional matters.

##### Grants with Performance Conditions

Where the charity gives a grant with conditions for its payment being a specific level of service or output to be provided, such grants are only recognised in the SOFA once the recipient of the grant has provided the specified service or output.

##### Grants Payable without Performance Conditions

These are only recognised in the accounts when a commitment has been made and there are no conditions to be met relating to a grant which remain in control of the charity.

##### Investments

Investments quoted on a recognised stock exchange are valued at market value at the year end. Other investment assets are included at trustees' best estimate of market value.

##### Unrestricted funds

These funds can be used for the general objectives of the charity as set out in the trustees report. The movements of the unrestricted funds are given in the Statement of Financial Activities.

##### Restricted funds

These funds are where the donor has specified a purpose for the donation made. These restrictions often arise as a result of appeals for special offerings for specific purposes.

##### Designated funds

These funds are funds set aside by the trustees out of unrestricted general funds for particular purposes or projects.

##### Fixed Assets

Fixed Assets are capitalised if they can be used for more than one year and cost at least £1,500. They are valued at cost or, if gifted, at the value to the charity on receipt.

##### Depreciation Expense

Depreciation is calculated at a rate to write off the cost of tangible fixed assets over their estimated useful lives. The rates applied are as follows:

Fixtures, Fittings and Equipment	25% - Reducing Balance Basis
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### 2. TANGIBLE FIXED ASSETS

The CIO held no fixed assets during this or the previous financial period.

The annual commitments under non-cancelling operating leases and capital commitments are as follows:

31st December 2024 : None

31st December 2023 : None

# MUSANA COMMUNITY DEVELOPMENT ORGANISATION

(Charitable Incorporated Organisation)

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31ST DECEMBER 2024

### 3. INCOMING RESOURCES

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	TOTAL 2024 £	TOTAL 2023 £
<b>a) Donations, Grants &amp; Legacies</b>					
Gifts & Donations	220,315	-	-	220,315	126,437
Gift Aid Tax	10,346	-	-	10,346	2,213
	<b>230,661</b>	<b>-</b>	<b>-</b>	<b>230,661</b>	<b>128,650</b>
<b>b) Charitable Activities</b>					
Activities & Projects	9,446	-	16,500	25,946	15,391
	<b>9,446</b>	<b>-</b>	<b>16,500</b>	<b>25,946</b>	<b>15,391</b>
<b>c) Activities for Generating Funds</b>					
Products & Services	4,165	-	-	4,165	-
	<b>4,165</b>	<b>-</b>	<b>-</b>	<b>4,165</b>	<b>-</b>
<b>d) Investment Income</b>					
Interest	432	-	-	432	41
	<b>432</b>	<b>-</b>	<b>-</b>	<b>432</b>	<b>41</b>

# MUSANA COMMUNITY DEVELOPMENT ORGANISATION

(Charitable Incorporated Organisation)

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31ST DECEMBER 2024

### 4. RESOURCES EXPENDED

		Unrestricted Funds £	Designated Funds £	Restricted Funds £	TOTAL 2024 £	TOTAL 2023 £
<b>a) Cost of Charitable Activities</b>						
Activities & Events		11,832	-	25,248	37,080	31,466
Administrative Expenses		2,515	-	-	2,515	3,100
Advertising & Publicity		6,639	-	-	6,639	459
Bank Charges		281	-	-	281	95
Equipment Costs		-	-	-	-	125
Fund Raising Costs		3,989	-	-	3,989	13
Gifts & Grants		127,747	-	-	127,747	55,414
Insurance Costs		1,090	-	-	1,090	-
Licenses & Subscriptions		2,442	-	-	2,442	-
Office Costs		5,615	-	-	5,615	1,060
Printing, Postage & Stationery		2,861	-	-	2,861	164
Staff Costs	13	94,965	-	-	94,965	24,416
Sundry Expenses		196	-	-	196	203
Travel & Subsistence		4,073	-	-	4,073	1,907
Volunteers Expenses		576	-	-	576	-
Website Costs	5	-	-	-	-	845
		<b>264,820</b>	<b>-</b>	<b>25,248</b>	<b>290,068</b>	<b>119,268</b>
<b>b) Cost of Generating Funds</b>						
Product Costs		1,437	-	-	1,437	3,437
		<b>1,437</b>	<b>-</b>	<b>-</b>	<b>1,437</b>	<b>3,437</b>
<b>c) Governance Costs</b>						
Independent Examiners Fees	9	1,200	-	-	1,200	1,080
Legal & Professional Fees		4,872	-	-	4,872	68
		<b>6,072</b>	<b>-</b>	<b>-</b>	<b>6,072</b>	<b>1,148</b>

**MUSANA COMMUNITY DEVELOPMENT ORGANISATION**  
(Charitable Incorporated Organisation)

**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31ST DECEMBER 2024**

**5. DESIGNATED FUNDS**

**CURRENT FINANCIAL PERIOD**

	<b>Balance 01-Jan-24</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance 31-Dec-24</b>
	£	£	£	£	£
Web Platform	-	-	-	-	-
	-	-	-	-	-

**PREVIOUS FINANCIAL PERIOD**

	<b>Balance 01-Apr-23</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance 31-Dec-23</b>
	£	£	£	£	£
Web Platform	-	-	845	845	-
	-	-	<b>845</b>	<b>845</b>	-

Designated funds are wholly represented by the charity's cash reserves and are to be expended as designated above.

**6. RESTRICTED FUNDS**

**CURRENT FINANCIAL PERIOD**

	<b>Balance 01-Jan-24</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance 31-Dec-24</b>
	£	£	£	£	£
Come & See	-	16,500	25,248	8,748	-
	-	<b>16,500</b>	<b>25,248</b>	<b>8,748</b>	-

Restricted funds are wholly represented by the charity's cash reserves and are to be expended as designated above.

# MUSANA COMMUNITY DEVELOPMENT ORGANISATION

(Charitable Incorporated Organisation)

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31ST DECEMBER 2024

### 7. INVESTMENTS

The CIO held no fixed assets investments during this or the previous financial year.

### 8. CASH AT BANK AND IN HAND

	Unrestricted Fund £	Restricted Fund £	TOTAL 31-Dec-24 £	TOTAL 31-Dec-23 £
Cash at Bank & in Hand	36,782	-	36,782	87,717
	<b>36,782</b>	<b>-</b>	<b>36,782</b>	<b>87,717</b>

### 9. DEBTORS AND PREPAYMENTS

	Unrestricted Fund £	Restricted Fund £	TOTAL 31-Dec-24 £	TOTAL 31-Dec-23 £
Sundry Debtors	13,592	-	13,592	2,623
	<b>13,592</b>	<b>-</b>	<b>13,592</b>	<b>2,623</b>

### 10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Unrestricted Fund £	Restricted Fund £	TOTAL 31-Dec-24 £	TOTAL 31-Dec-23 £
Independent Examiners Fees	1,200	-	1,200	1,080
PAYE & N.I	884	-	884	-
Sundry Creditors	65	-	65	-
	<b>2,149</b>	<b>-</b>	<b>2,149</b>	<b>1,080</b>

### 11. CREDITORS: AMOUNTS FALLING DUE IN MORE THAN ONE YEAR

The CIO held no long term liabilities during this or the previous financial year.

### 12. NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	TOTAL 31-Dec-24 £	TOTAL 31-Dec-23 £
Fixed Asset Investments	-	-	-	-
Net Current Assets	52,887	-	52,887	89,260
Long Term Liabilities	-	-	-	-
	<b>52,887</b>	<b>-</b>	<b>52,887</b>	<b>89,260</b>

## MUSANA COMMUNITY DEVELOPMENT ORGANISATION

(Charitable Incorporated Organisation)

### NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31ST DECEMBER 2024

#### 13. STAFF COSTS AND NUMBERS

	TOTAL 2024 £	TOTAL 2023 £
Gross Wages & Salaries	89,615	21,873
Employer's National Insurance Costs	4,187	2,042
Pension Contributions	1,163	501
	<b>94,965</b>	<b>24,416</b>

Employees who were engaged in each of the following activities:

	TOTAL 2024	TOTAL 2023
Charitable Activities	4	2

The Charity operates a PAYE scheme to pay all members of employed staff and no employees received emoluments in excess of £60,000. (2023:None)

#### 14. TRUSTEES AND OTHER RELATED PARTIES

No payments were made to trustees or any persons connected with them during this financial period. No material transaction took place between the organisation and a trustee or any person connected with them.

#### 15. RISK ASSESSMENT

The Trustees actively review the major risks which the charity faces on a regular basis and believe that maintaining the free reserves stated, combined with the annual review of the controls over key financial systems carried out on an annual basis will provide sufficient resources in the event of adverse conditions. The Trustees have also examined other operational and business risks which they face and confirm that they have established systems to mitigate the significant risks.

#### 16. RESERVES POLICY

The Trustees have considered the level of reserves they wish to retain, appropriate to the CIO's needs. This is based on the CIO's size and the level of financial commitments held. The Trustees aim to ensure the CIO will be able to continue to fulfil its charitable objectives even if there is a temporary shortfall in income or unexpected expenditure. The Trustees will endeavour not to set aside funds unnecessarily.

#### 17. PUBLIC BENEFIT

The CIO acknowledges its requirement to demonstrate clearly that it must have charitable purposes or 'aims' that are for the public benefit. Details of how the CIO has achieved this are provided in the Trustees report. The Trustees confirm that they have paid due regard to the Charity Commission guidance on public benefit before deciding what activities the CIO should undertake.

#### 18. STOCK

Stock consist of items purchased in order to generate income to further the Charity's objects. Stock is valued and included in the accounts at the lower of cost or net realisable value.