

# UNITY IS STRENGTH

England & Wales · Charity number 1187516

## Details

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**Status** Registered

**Legal form** CIO

**Registered** 2020-01-22

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

## Contact

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**Address** Pollardine Farm  
Gatten  
Pontesbury  
Shrewsbury  
SY5 0SJ

**Phone** 07799127066

**Email** [info@unityisstrength.org.uk](mailto:info@unityisstrength.org.uk)

**Website** <https://unityisstrength.org.uk/>

## Activities

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**Objects:** The object of the CIO is to advance education, relieve sickness and poverty and to otherwise provide for the charitable needs of orphans, students and the wider community at St. Paul KAASO (Kabira Adult Attention & School for Orphans), Uganda in particular by providing grants, items and services to KAASO.

**Activities:** The object of the CIO is to advance education, relieve sickness and poverty, and to otherwise provide for the charitable needs of orphans at St. Paul KAASO Primary School in Uganda, in particular by providing grants, items and services.

## Classification

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- **How:** Makes Grants To Organisations, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training
- **Who:** Children/young People

## Geography

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- Uganda
- Throughout England And Wales

## Finances

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Period end	Income	Expenditure	Assets	Employees
2025-03-31	£18,594	£21,589	-	-
2024-03-31	£17,254	£3,780	-	-
2023-03-31	£18,425	£22,199	-	-
2021-12-31	£20,366	£16,355	-	-
2020-12-31	£3,032	£2,858	-	-

## Trustees

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Name	Role	Appointed
ELIZABETH ANN HULTON-HARROP	Chair	2020-01-22
JANE ELIZABETH YAIR HULTON-HARROP		2020-01-22
ROBERT EDWARD HAVARD		2024-05-26
THOMAS HUGH HULTON-HARROP		2020-01-22

**UNITY IS STRENGTH**

England & Wales - Charity number 1187516

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# Accounts

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# Unity is Strength

Charitable Incorporated Organisation,  
registered with the Charity Commission for England and Wales (1187516)

## Trustees' Annual Report & Statement of Financial Activity for 12 months ended 31st March 2025



Unity is Strength

Email: [info@unityisstrength.org.uk](mailto:info@unityisstrength.org.uk)

<https://unityisstrength.org.uk/>

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# Trustees Annual Report & Statement of Financial Activity for 12 months ended 31st March 2025

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## 1. Reference and Administration Details

### 1.1. Charity Name & Registration

#### Unity is Strength

The charity is a Charitable Incorporated Organisation, registration number 1187516. Registered with the Charity Commission for England and Wales on 22nd January 2020.

The charity is registered with HM Revenue & Customs.

### 1.2 Charity details

Registered address: Pollardine Farm, Gatten, Pontesbury, Shropshire, SY5 0SJ

Email: [info@unityisstrength.org.uk](mailto:info@unityisstrength.org.uk)

Website: <https://unityisstrength.org.uk/>

### 1.3 Trustees

The Trustees who served the charity in this period are:

Elizabeth Ann Hulton-Harrop (Chair)

Jane Elizabeth Yair Hulton-Harrop

Thomas Hugh Hulton-Harrop

Robert Edward Havard (appointed 26 May 2024)

### 1.4 Names of Advisors & Senior Members of Staff

None

### 1.5 Bank

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

### 1.6 Reporting period

The reporting period is 1<sup>st</sup> April 2024 – 31<sup>st</sup> March 2025.

## 2. Structure, Governance and Management

### 2.1 Type of governing document

The governing document is a Constitution based on the Charity Commission's model governing document for Foundation Charitable Incorporated Organisations, *ie*: where the Trustees are the only Members of the charity. The charity is a Charitable Incorporated Organisation (CIO).

### 2.2. Charitable Objects

As defined in Unity is Strength's Constitution (governing document), the charity's objects ("objects") are:

'The object of the CIO is to advance education, relieve sickness and poverty and to otherwise provide for the charitable needs of orphans, **students and the wider community** at St. Paul KAASO (Kabira Adult Attention & School for Orphans), Uganda in particular by providing grants, items and services to KAASO.'

The Charitable Objects were amended on 27.03.25 to include the words highlighted in bold above. No other changes were made. This change was proposed and approved by the trustees on 02.02.25, and granted by the Charity Commission on 27.03.25.

#### **Why the change was made:**

While KAASO was originally set up to solely support orphans, this is no longer the case – children from all backgrounds attend the school. We wish our support to extend to non-orphans and the wider community at St Paul KAASO as there is just as much need to advance education, relieve sickness and poverty and provide for charitable needs of all students and staff members at KAASO, as well as the orphans. This does not mean that orphans at KAASO will receive any less support than they currently do; we have enough funds to broaden the number of beneficiaries without negatively impacting any of our existing work.

### 2.3 Organisational structure

The charity trustees are responsible for the governance and management of the charity. The trustees give their time freely and receive no remuneration or other benefits.

The trustees regularly discuss the running of the charity and formally meet on an annual basis. They are responsible for all decisions taken in relation to running the charity. To assist the smooth running of the charity, the trustees set up a sub-committee to

oversee certain aspects of the charity's work. The Chair sits on the sub-committee alongside the two Founders and Directors of St Paul KAASO, Uganda, and the KAASO Volunteer Coordinator. The sub-committee oversees the delivery of the projects in Uganda to ensure there is no duplication between Unity is Strength's work and that of other organisations or volunteers.

### **2.3 Trustee selection methods**

There must be at least three charity trustees. There is no maximum number of charity trustees that may be appointed to the CIO.

In accordance with the Constitution, trustees are appointed or re-appointed for a one-year term by a resolution passed at a properly convened meeting of the charity trustees.

In appointing trustees, due consideration is given to ensuring that the trustees have, between them, the skills and experience necessary to manage the charity effectively and in accordance with charity law as laid down in Clause 10 (2) of the Constitution.

### **2.4 Induction and training of trustees**

Before being appointed, individuals that express an interest in becoming a trustee receive the following documents to ensure they have a full understanding of what the role entails and how Unity is Strength operates:

- The charity's Constitution
- CC3 The Essential Trustee: What you need to know
- Relevant policies such as the charity's Data Protection Policy, Trustee Code of Conduct, and Safeguarding Policy.

This ensures new trustees are aware of the scope of their responsibilities under the Charities Act. Initially, new trustees work with an existing trustee assisting on activities and projects run by the charity. After satisfactory feedback from existing trustees, they may be given the task of leading a particular activity or project, reporting progress at trustee meetings.

### **2.5 Risk management**

The Trustees have assessed the risks the charity faces and have drawn up a Risk Log which identifies the major risks by likelihood of occurrence, severity of impact, control procedure, retained risk, monitoring process, and responsibility. The trustees review the Risk Log annually.

The major risks and how they are managed are outlined in the table below:

Risks	Management
<p>The Board is made up of 4 members, so governance and management responsibilities fall on a small number of people. As per the Constitution, the charity must always have a minimum of 3 trustees. There is a risk that the current trustees cannot fulfil all tasks required to successfully operate the charity.</p>	<p>The fourth trustee joined the Board in May 2024.</p> <p>The current trustees prioritise complying with regulatory requirements before spending time on other activities e.g. funding applications. The charity needs to have a strong foundation to be able to grow successfully in the future.</p> <p>Regular communication between trustees so that if work becomes overwhelming/unmanageable it is recognised at the earliest opportunity.</p> <p>Tasks are divided into categories 'must-have', 'should-have', or 'nice-to-have'. This enables the trustees to see everything that the charity could be doing, but with a control mechanism in place to prioritise activities.</p>
<p>Data breach.</p>	<p>Data is stored on limited devices, all password protected, and in areas only accessible to individuals where necessary. Any individual with access must sign a Data Protection Policy for Unity is Strength. Authenticator applications/dual verification is enabled where possible.</p> <p>Systems and who has access are reviewed on an annual basis to ensure the retained risk is low.</p>
<p>Trustees/Volunteers visiting KAASO may experience sickness, loss of personal items, need wellbeing care before and after visits.</p>	<p>The trustees decided in the year 2024/25 that Unity is Strength will not organise volunteer visits to KAASO. Unity is Strength is a small charity that focuses on long-term sustainable solutions for St Paul KAASO Primary School. It is not within our remit to facilitate volunteer visits to KAASO. If we are approached by an individual who wishes to visit KAASO, we follow the process outlined below.</p> <p>Thank the individual for their interest and explain that this is not something that we do. Put in writing that if the individual wants to visit KAASO, they would do this through the <a href="#">KAASO Volunteer</a></p>

	<p><a href="#">Programme</a> and they would not be affiliated with Unity is Strength in any way.</p>
<p>Non-compliance with legislation and regulations appropriate to the activities, size and structure of the charity.</p>	<p>Review Charity Commission guidance regularly to ensure the charity is fully compliant with all relevant legislation.</p> <p>Reminders are set for important deadlines e.g. submission of annual report and accounts.</p>
<p>Money transferred from UK to Uganda not reaching intended recipient.</p>	<p>Unity is Strength is set up with a reputable bank that specifically deals with charities (Charities Aid Foundation Bank). To send money to Uganda, a form must be completed and signed by two trustees. When CAF receives this form, they may call the registered contact and confirm security questions before authorising the transaction.</p> <p>Partners in Uganda send the automated confirmation message from their bank on receipt of the funds and a report of how the money has been spent with supporting photos/videos when the project has been completed.</p> <p>The full process has been documented in a Financial Controls policy for the trustees to follow. The same procedure has been followed since the charity was established and there has never been an issue.</p>
<p>Mishandling of restricted vs unrestricted donations – the legal requirement that donor restrictions are met are not complied with.</p>	<p>Any donation processed via the website is clearly assigned to general funds or to a specific fund. Unless specified by the donor, all donations made directly to Unity is Strength either by cash, BACS or cheque are deemed general donations.</p> <p>Partners in Uganda are required to prepare a budget before funds are sent so that we can agree on what the money will be spent on.</p> <p>When funds are sent to Uganda (restricted and unrestricted), our partners are required to send a report to show how the funds have been spent and to ensure the funds have been used for the correct</p>

	charitable purposes. Additional funds are not sent until a report has been received.
Investment of funds e.g. risk of a large donation being mismanaged due to lack of experience.	If the charity receives a large donation, a trustee meeting would be called immediately to review our Investment Policy and use it to decide how these additional funds should be managed. Professional advice would be sought where appropriate.
Dispute(s) between the charity and our partners in Uganda.	<p>Regular meetings between trustee(s) and partners in Uganda where both parties (Unity is Strength and KAASO) are given the opportunity to air any concerns they have; these are noted, and solutions proposed. This is reviewed at subsequent meetings to ensure the situation is improving or to identify if further action is required. Both parties are always given the opportunity to speak openly to build a relationship on transparency and trust.</p> <p>The Chair of trustees (Elizabeth Hulton-Harrop) and Directors of St Paul KAASO (Dominic and Rose Mukwaya) have a strong relationship that has been built up over a period of 14 years.</p> <p>The sub-committee explained in Section 2.3 (page 4) includes the KAASO Volunteer Coordinator who works with KAASO in a separate capacity. Communication involving the Coordinator ensures that projects do not duplicate each other, and priorities are agreed upon. If there was a dispute between Unity is Strength and partners in Uganda, the Coordinator would be a good third party to manage the situation.</p>
KAASO becoming dependent on funds from Unity is Strength.	<p>Focus on funding income-generating projects rather than funding maintenance costs. Medium-long term strategy is to reduce provision for maintenance costs. All income-generating projects must pass criteria to demonstrate that they can run without additional input from Unity is Strength.</p> <p>Regular, open conversations with partners in Uganda to discuss the above strategy and ensure it is the most appropriate mechanism of support. Understanding that donations come in peaks and troughs throughout the year e.g. at Christmas time</p>

	<p>we are likely to receive a higher number of donations.</p>
<p>Funding for projects that may fail.</p>	<p>From June 2023, we no longer provide funds for the original income-generating projects that were set up in 2020-21 e.g. piggery, coffee plantation, but provide funds that can be issued as loans through the KAASO Staff Development Association (see Section 4.2, page 14), as well as funds for land acquisition. We have agreements in place to ensure due diligence and thorough processes are followed for each of these areas, but the decision to fund the original income-generating projects (e.g. should we allocate money to the brick-making project, or the piggery) no longer lies with the trustees. These decisions are made by staff/teachers at KAASO who are better placed to understand the risks/opportunities of different projects.</p>
<p>Reputational risk – either from trustees/volunteers or projects supported in Uganda bringing the charity into disrepute.</p>	<p>Trustees/volunteers are given guidance on how to talk about/promote the charity when they take on the role, as well as being required to sign a Code of Conduct. Regular communication between trustees/volunteers ensures any concerns are addressed immediately.</p> <p>Posting on social media is kept to a minimum as this generates minimal reward for the charity. With limited resource, it is felt our time is better spent on other activities.</p> <p>Newsletters are approved by trustees before being sent out. Quality over quantity of newsletters is prioritised – newsletters are only sent out when significant updates are received from Uganda.</p> <p>For projects in Uganda, we have regular calls/messages to understand which projects have received loans for the microloan initiative (see Section 4.2, page 14) and the progress of people repaying loans. Identify any cause for concern as early as possible.</p>

	We do not issue further funds before being satisfied KAASO-Dep is operating within the parameters set out in the agreement.
Risk of safeguarding issues at KAASO affecting donors' support of Unity is Strength.	Regular communication between the trustees and our partners in Uganda to ensure we are aware of any issues that have occurred at KAASO, what actions were taken, and measures put in place to mitigate this risk in future. It is not Unity is Strength's responsibility for safeguarding at KAASO, but we need to be aware of this information for communication with our supporters.

The trustees are satisfied that systems are in place, or arrangements are in hand, to manage the risks that have been identified.

**2.6 Other**

The trustees spent considerable time in the first year of Unity is Strength's operation to establish good governance. As well as developing a risk management framework as mentioned above, the trustees put policies and practices in place for safeguarding vulnerable beneficiaries, managing volunteers, handling complaints, recording and managing conflicting interests, agreeing a reserves policy, and protecting beneficiary, supporter and trustee personal data.

These policies were reviewed, updated (where necessary) and approved by trustees in January 2025.

**3. Activities and Objectives**

**3.1 Statutory Declaration**

The Trustees of Unity is Strength confirm that they have paid due regard to the guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

**3.2 How our activities deliver public benefit**

The charity carries out a range of activities in pursuance of its charitable aims. The trustees consider that these activities, summarised below, provide benefit for the needs

of orphans, students and the wider community at St. Paul KAASO (Kabira Adult Attention & School for Orphans), Uganda.

### 3.3 Provision of grants for:

**Land acquisition** – In autumn 2023, KAASO started to investigate buying a piece of land that Unity is Strength could help to purchase.

On land owned by KAASO, they can establish projects such as coffee gardens, which Dominic Mukwaya the Founder and Director of KAASO, always describes as a ‘cash-crop’ in Uganda. Where they rent land, this is not possible as the owner only allows annual crops to be grown and there is always the worry that they may lose this land if the owner decides to end the lease. In [this video](#) Dominic explains the importance of owning land for their future security.

Towards the end of 2023, Teacher Enoch (who has worked at KAASO for many years) was appointed to identify a piece of land that may be suitable for KAASO to purchase. After a couple of false starts, a nine-acre piece of land was found at Luti village near Kyotera town (about 20 minutes’ drive from KAASO). It is near a water source and is accessible by car, and most importantly, it has a Land Title, which must be transferred to prove ownership.

Dominic produced a work-plan and budget for the land purchase, cultivation, and coffee planting, which totalled £19,899. Over the course of the 2024/25 year, Unity is Strength was able to cover this with support from individual donors and a grant from the Grail Society. The nine-acre piece of land was purchased in September 2024.



*KAASO staff members surveying the land, December 2024*

## 4. Achievements and Performance

**4.1 Land acquisition** - Purchasing the nine-acre piece of land is a huge step for KAASO –**Dominic described it as the biggest project they have done.** It will allow them to stop renting some land, which will be a big cost saving for them.

As well as coffee, they will grow lots of food on this piece of land. Coffee can be intercropped with bananas, cassava, beans etc. And when the coffee has just been sown, maize (corn) can be planted. This will help to provide some income in the first few years while the coffee plants are growing.

One of KAASO's long-term aims is to increase the amount of food produced from their gardens to minimize the school's expenditure on food. As some students at KAASO are orphans, Dominic and Rose are always trying to find ways to best support these children without incurring significant additional expenses. The income-generating projects like poultry, piggery, cattle, bee-keeping, fish farming, and gardens all help with this.

Teachers and staff members will also be able to plant seasonal crops on this land. The land will be managed by a group of staff members who are responsible for the school gardens led by Teacher Enock and Teacher Sarah.



*Left: Lizzie Hulton-Harrop and Teacher Enock; Right: Teacher Sarah, March 2023*

In December 2024, Dominic and the team at KAASO started preparing the land to plant the crops, the first being matoke bananas. This involved clearing shrubs off the land, digging holes for planting the banana suckers, adding manure to the land for fertilizer, weeding, digging trenches for water and manure retention on the land, and purchasing and planting the bananas.

Following this, when the weather is right, they will be ready to plant the coffee seedlings. To help raise enough funds for the coffee seedlings, we ran a campaign leading up to Christmas 2024 where people could buy 'coffee seedling' vouchers to put in their Christmas cards.

Dominic Mukwaya, Founder and Director of KAASO, with an established coffee plant.



Charity no.: 1187516 | [unityisstrength.org.uk](http://unityisstrength.org.uk)



**A gift for St Paul KAASO  
Primary School of  
10 coffee seedlings**

**has been bought on your behalf**

With donations from our generous supporters, we have been able to help KAASO to buy a 9-acre plot of land.

The school will use this land for income-generating projects (e.g. growing coffee) to help cover its running costs and for crops to feed the school children.

These coffee seedlings will be planted on the land in January/February 2025.

**Thank you for your support.**

*Coffee seedling voucher, December 2024*

One of the best things about the money for the coffee seedlings is that they are being purchased from the KAASO Nursery Bed team, one of the income-generating projects run by the teachers. So the funds will help KAASO twice.

## 4.2 The continued positive benefits of KAASO-Dep

**Background of KAASO-Dep** - Following the success of the income-generating projects set up in 2020-21, the staff members at KAASO started a new project called the KAASO Staff Development Association (or KAASO-Dep for short), which issues microloans to individuals and groups working at KAASO to run small businesses to supplement their salaries.

Their vision is, **“To create a society where workers have equal and sufficient economic and social opportunities to improve their standards of living and where they can contribute productively towards the overall development of the country.”**

Individuals or groups are required to apply to the KAASO-Dep committee outlining what their project is, why they want to run it, and a breakdown of the costs. The committee, chaired by Nurse Shiba, reviews the applications and decides which projects are granted loans. Each loan has a specified pay-back window with a small interest rate to ensure the initiative is sustainable, and loanees must have three guarantors in case they are unable to pay. As the loan is repaid, this money can then be allocated to another project, and so on.

While we have not given funds directly to KAASO-Dep this financial year, we have in the past and are likely to in the future, it continues to bring many benefits to KAASO, such as:

- The wellbeing of both staff and students has significantly improved, as they now benefit from fresh produce from the gardens and farm.
- Staff members have increased their earning potential, enhancing their overall stability.
- Fewer staff members are leaving KAASO in search of better-paying opportunities, strengthening the community.
- KAASO’s farm production has expanded, allowing them to produce more eggs, livestock, bananas, coffee, and maize for both consumption and sale.
- The brick-making project has gained popularity, with their high-quality clay bricks proving to be stronger than others on the market.
- Staff members have developed better saving habits, leading to visible personal and professional growth.
- Time is now used more productively—rather than frequenting local towns in the evenings, many staff members focus on their personal projects after school.
- The initiative has created employment opportunities for young people across the area, further supporting the local community.

For more information on each of the KAASO-Dep projects, please read this [blog post](#). We are delighted to see the continued success of this initiative, particularly without needing further funds to be added to the loan pot by Unity is Strength.

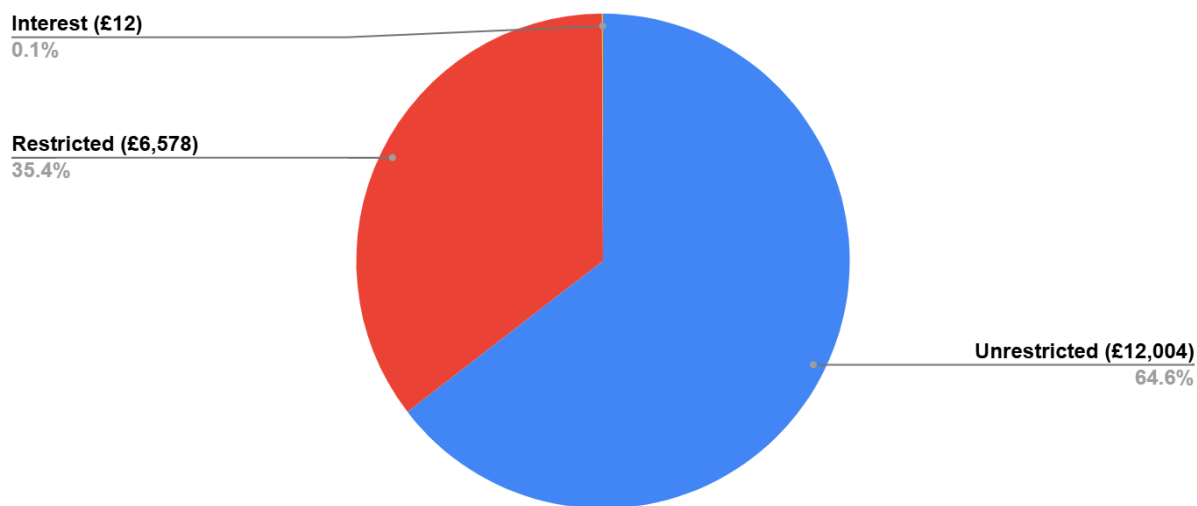
**4.3 Give as you Live** - £56 raised by supporters generating free donations on Give as you Live while shopping online (included in unrestricted donations).

## 5. Financial Review

There was £13,886 in the bank account at the start of the financial period and £10,891 at the end of the financial period.

The pie charts below show the breakdown of our income for the financial period 1 April 2024 to 31 March 2025.

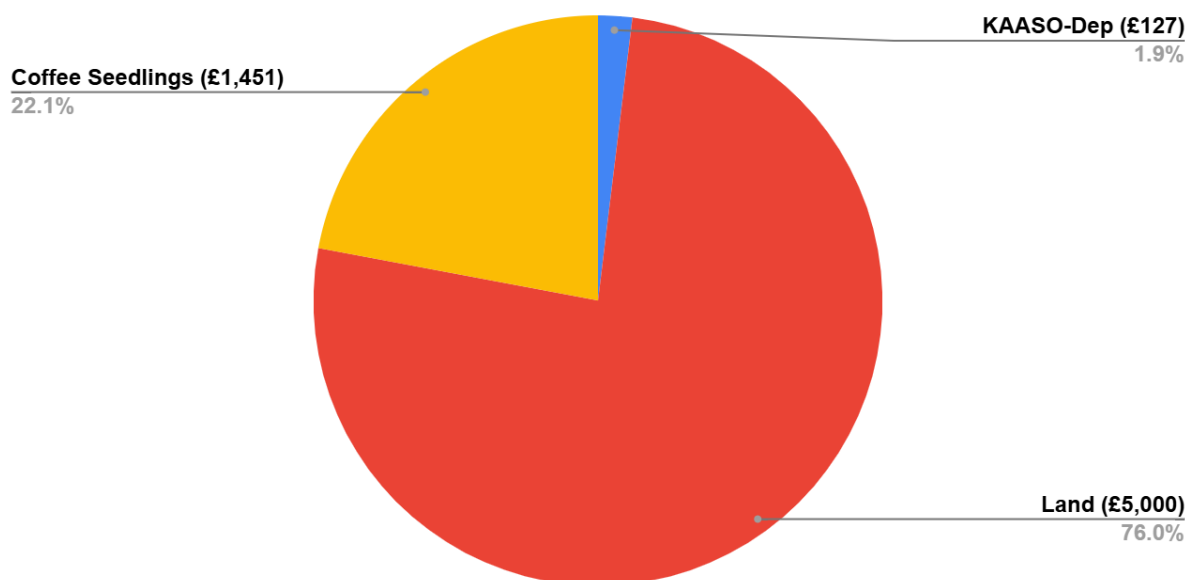
### Unrestricted & restricted donations, and interest received for the financial period 1 April 2024 to 31 March 2025. Total income £18,594.



£6,578 was received in restricted donations. The breakdown of restricted donations is shown on page 16. £12,004 was received in unrestricted donations. This includes a Gift Aid claim of £2,610. We received £12 in interest for the financial period under review.

Restricted donations were received for the following projects: Land Purchase, Coffee Seedlings and KAASO Staff Development Association as shown in the pie chart below.

**Breakdown of restricted donations for the financial period 1 April 2024 to 31 March 2025. Total restricted income £6,578.**



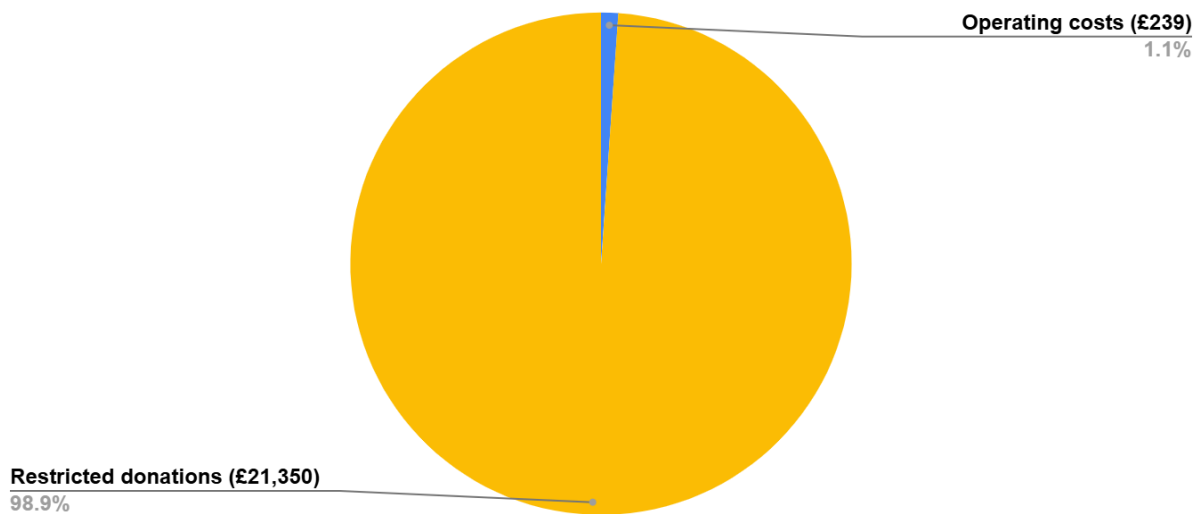
The £5,000 for the land preparation costs and £1,451 for the coffee seedlings given to Unity is Strength within the financial period under review were transferred to KAASO before 31 March 2025.

We did not transfer the £127 for KAASO-Dep. This is because the KAASO-Dep committee did not request additional funds to be added to the KAASO-Dep loan pot during the financial period under review and transfers made during the 2024/25 financial year focussed on the land purchase and set up costs. We are likely to transfer the restricted amount of £127 for KAASO-Dep in the 2025/26 financial year.

The total transferred to KAASO in the period under review was £21,350 (£10,826 restricted donations and £10,524 unrestricted).

Our operating costs for the year 1 April 2024 – 31 March 2025 were £239, which includes bank fees, transfer fees, donation processing fees, and our subscription to the Fundraising Regulator.

## Breakdown of expenditure for the financial period 1 April 2024 to 31 March 2025. Total expenditure £21,589.



Breakdown to show cash funds at the end of the financial period under review:

- £18,594 received from 1 April 2024 – 31 March 2025
- Minus funds transferred to KAASO £21,350 (£10,826 restricted and £10,524 unrestricted) = -£2,756
- Minus operating costs of £239 = -£2,995
- Add £13,886 remaining from financial year 1 April 2023 – 31 March 2024 = £10,891

The £10,891 in the bank account on 31 March 2025 is made up of £10,564 unrestricted funds, £127 restricted funds, and £200 in reserves.

At the time of writing (April 2025), £3,300 of the £10,891 has been transferred to fund further land preparation costs (fencing, digging ponds to help manage periods of drought). We only transfer funds when the necessary paperwork has been submitted from KAASO and it is the right time for them to do the work. Sometimes this means we are left with funds at the end of the financial year. We believe it is better to operate like this than rush to send funds that may not be used in the most impactful way.

### 5.1 Reserves Policy

The Reserves Policy seeks to balance spending the maximum amount of income raised within a reasonable period of receipt with maintaining the minimum level of reserves to

ensure uninterrupted operation and provide time to adjust to a change in financial circumstances.

An assessment of the financial impact of risk events on reserves is estimated at 1% of total cash income for this reporting period (April 2024 - March 2025). Our only committed expenditure is our monthly bank account fee, which equates to £15 over a three-month period. The trustees feel it is important to safeguard some additional unrestricted funds to cover unexpected costs, such as increased transaction fees. 1% of our total cash income for 2024/25 is approximately £200. This is the minimum amount that we aim to keep in our account over each three-month period.

## **5.2 Details of any funds materially in deficit**

The Charity has no funds which are materially in deficit.

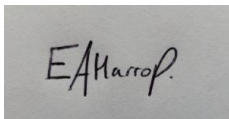
## **5.3 Principal funding sources**

Fundraising comes from a range of sources, such as individual recurring donations, individual one-off donations, and grant-funding.

## **5.4 Plans for future period**

The trustees aim to develop the following in 2025/26: A case-study about the land purchased and the impact this will have on KAASO's self-sufficiency and sustainability. To ensure the management of the new piece of land is well-established before investigating any other land purchases. Potentially to contribute further funds to KAASO-Dep if appropriate and monitor the impact this has on the wellbeing of staff and students at KAASO.

Approved by the trustees and signed on their behalf by:

A rectangular box containing a handwritten signature in black ink that reads "EA Harrop".

Elizabeth Hulton-Harrop (Chair), 31<sup>st</sup> May 2025



**Receipts and payments accounts**

CC16a

For the period from	Period start date 01/04/2024	To	Period end date 31/03/2025
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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 £	Last year to the nearest £
<b>A1 Receipts</b>					
Covid / KAASO-Dep donations	-	127	-	127	127
Land purchase donations	-	5,000	-	5,000	3,500
Coffee seedlings for land purchase	-	1,451	-	1,451	-
Rabbit project	-	-	-	-	550
Kitchen project	-	-	-	-	50
General donations	9,394	-	-	9,394	9,789
Voluntary receipts (Gift Aid)	2,610	-	-	2,610	3,222
Interest	12	-	-	12	16
<b>Sub total (Gross income for AR)</b>	<b>12,016</b>	<b>6,578</b>	<b>-</b>	<b>18,594</b>	<b>17,254</b>
<b>A2 Asset and investment sales, (see table).</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total receipts</b>	<b>12,016</b>	<b>6,578</b>	<b>-</b>	<b>18,594</b>	<b>17,254</b>
<b>A3 Payments</b>					
Grant - KAASO Staff Development Association (loan scheme)	-	-	-	-	2,000
Grant - Land purchase	10,524 #	9,375	-	19,899	-
Grant - Coffee seedlings for land purchase	-	1,451	-	1,451	-
Grant - Rabbit project	-	-	-	-	575
Grant - Kitchen project	-	-	-	-	50
Grant - General donations (for coffee samples and Prima's medical costs)	-	-	-	-	920
Bank charges	60	-	-	60	60
International transfer fee to Uganda	100	-	-	100	100
Donation processing fees	19	-	-	19	19
Transfer fee for Facebook donations	-	-	-	-	6
Fundraising Regulator subscription	60	-	-	60	50
<b>Sub total</b>	<b>10,763</b>	<b>10,826</b>	<b>-</b>	<b>21,589</b>	<b>3,780</b>
<b>A4 Asset and investment purchases. (see table)</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total payments</b>	<b>10,763</b>	<b>10,826</b>	<b>-</b>	<b>21,589</b>	<b>3,780</b>
<b>Net of receipts/(payments)</b>	<b>1,253</b>	<b>- 4,248</b>	<b>-</b>	<b>- 2,995</b>	<b>13,474</b>
<b>A5 Transfers between funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>A6 Cash funds last year end</b>	<b>9,511</b>	<b>4,375</b>	<b>-</b>	<b>13,886</b>	<b>412</b>
<b>Cash funds this year end</b>	<b>10,764</b>	<b>127</b>	<b>-</b>	<b>10,891</b>	<b>13,886</b>

## 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 £
<b>B1 Cash funds</b>	CAF Bank	10,764	127	-
		-	-	-
		-	-	-
	<b>Total cash funds</b>	<b>10,764</b>	<b>127</b>	<b>-</b>
	(agree balances with receipts and payments account(s))	OK	OK	OK
<b>B2 Other monetary assets</b>	<b>Details</b>	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
<b>B3 Investment assets</b>	<b>Details</b>	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
<b>B4 Assets retained for the charity's own use</b>	<b>Details</b>	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
<b>B5 Liabilities</b>	<b>Details</b>	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
	E A Hulton-Harrop	Elizabeth Ann Hulton-Harrop		31.05.25
	JEY Hulton-Harrop	Jane Elizabeth Yair Hulton-Harrop		31.05.25

**UNITY IS STRENGTH**

England & Wales - Charity number 1187516

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# Accounts

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# Unity is Strength

Charitable Incorporated Organisation,  
registered with the Charity Commission for England and Wales (1187516)

## Trustees' Annual Report & Statement of Financial Activity for 12 months ended 31st March 2024



Unity is Strength

Email: [info@unityisstrength.org.uk](mailto:info@unityisstrength.org.uk)

<https://unityisstrength.org.uk/>

## Contents

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# Trustees Annual Report & Statement of Financial Activity for 12 months ended 31st March 2024

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## 1. Reference and Administration Details

### 1.1. Charity Name & Registration

#### Unity is Strength

The charity is a Charitable Incorporated Organisation, registration number 1187516. Registered with the Charity Commission for England and Wales on 22nd January 2020.

The charity is registered with HM Revenue & Customs.

### 1.2 Charity details

Registered address: Pollardine Farm, Gatten, Pontesbury, Shropshire, SY5 0SJ

Email: [info@unityisstrength.org.uk](mailto:info@unityisstrength.org.uk)

Website: <https://unityisstrength.org.uk/>

### 1.3 Trustees

The Trustees who served the charity in this period are:

Elizabeth Ann Hulton-Harrop (Chair)

Jane Elizabeth Yair Hulton-Harrop

Thomas Hugh Hulton-Harrop

Robert Edward Havard (appointed 26 May 2024)

### 1.4 Names of Advisors & Senior Members of Staff

None

### 1.5 Bank

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

### 1.6 Reporting period

The reporting period is 1<sup>st</sup> April 2023 – 31<sup>st</sup> March 2024.

## **2. Structure, Governance and Management**

### **2.1 Type of governing document**

The governing document is a Constitution based on the Charity Commission's model governing document for Foundation Charitable Incorporated Organisations, *ie*: where the Trustees are the only Members of the charity. The charity is a Charitable Incorporated Organisation (CIO).

### **2.2. Charitable Objects**

As defined in Unity is Strength's Constitution (governing document), the charity's objects ("objects") are:

'to advance education, relieve sickness and poverty and to otherwise provide for the charitable needs of orphans at St. Paul KAASO (Kabira Adult Attention & School for Orphans), Uganda in particular by providing grants, items and services to KAASO.'

### **2.3 Organisational structure**

The charity trustees are responsible for the governance and management of the charity. The trustees give their time freely and receive no remuneration or other benefits.

The trustees regularly discuss the running of the charity and formally meet on an annual basis. They are responsible for all decisions taken in relation to running the charity. To assist the smooth running of the charity, the trustees set up a sub-committee to oversee certain aspects of the charity's work. The Chair sits on the sub-committee alongside the two Founders and Directors of St Paul KAASO, Uganda, and the KAASO Volunteer Coordinator. The sub-committee oversees the delivery of the projects in Uganda to ensure there is no duplication between Unity is Strength's work and that of other organisations or volunteers.

### **2.3 Trustee selection methods**

There must be at least three charity trustees. There is no maximum number of charity trustees that may be appointed to the CIO.

In accordance with the Constitution, Trustees are appointed or re-appointed for a one-year term by a resolution passed at a properly convened meeting of the charity trustees.

In appointing Trustees, due consideration is given to ensuring that the Trustees have, between them, the skills and experience necessary to manage the charity effectively and in accordance with charity law as laid down in Clause 10 (2) of the Constitution.

## 2.4 Induction and training of trustees

Before being appointed, individuals that express an interest in becoming a trustee receive the following documents to ensure they have full understanding of what the role entails and how Unity is Strength operates:

- The charity’s Constitution
- CC3 The Essential Trustee: What you need to know
- Relevant policies such as the charity’s Data Protection Policy, Trustee Code of Conduct, and Safeguarding Policy.

This ensures new trustees are aware of the scope of their responsibilities under the Charities Act. Initially, new trustees work with an existing trustee assisting on activities and projects run by the charity. After satisfactory feedback from existing trustees, they may be given the task of leading a particular activity or project, reporting progress at trustee meetings.

## 2.5 Risk Management

The Trustees have assessed the risks the charity faces and have drawn up a Risk Log which identifies the major risks by likelihood of occurrence, severity of impact, control procedure, retained risk, monitoring process, and responsibility. The trustees review the Risk Log annually.

The major risks and how they are managed are outlined in the table below:

Risks	Management
<p>The Board is made up of 4 members, so governance and management responsibilities fall on a small number of people. As per the Constitution, the charity must always have a minimum of 3 trustees. There is a risk that the current trustees cannot fulfil all tasks required to successfully operate the charity.</p>	<p>The fourth trustee joined the Board in May 2024.</p> <p>The current trustees prioritise complying with regulatory requirements before spending time on other activities e.g. funding applications. The charity needs to have a strong foundation to be able to grow successfully in the future.</p> <p>Regular communication between trustees so that if work becomes overwhelming/unmanageable it is</p>

	<p>recognised at the earliest opportunity.</p> <p>Tasks are divided into categories 'must-have', 'should-have', or 'nice-to-have'. This enables the trustees to see everything that the charity could be doing, but with a control mechanism in place to prioritise activities.</p>
Data breach.	<p>Data stored on limited devices, all password protected, and in areas only accessible to individuals where necessary. Any individual with access must sign a Data Protection Policy for Unity is Strength. Authenticator applications/dual verification is enabled where possible.</p> <p>Systems and who has access are reviewed on an annual basis to ensure the retained risk is low.</p>
Trustees/Volunteers visiting KAASO may experience sickness, loss of personal items, need wellbeing care before and after visits.	<p>The trustees consider it essential for those visiting KAASO to attend sessions with a minimum of one trustee before a visit to talk through some of what they might see/do while in Uganda. Some situations can be physically challenging/mentally distressing so procedures are in place for before, during and after the visit(s) to ensure physical and mental safety are prioritised.</p>
Non-compliance with legislation and regulations appropriate to the activities, size and structure of the charity.	<p>Review Charity Commission guidance regularly to ensure the charity is fully compliant with all relevant legislation.</p> <p>Reminders are set for important deadlines e.g. submission of annual report and accounts.</p>
Money transferred from UK to Uganda not reaching intended recipient.	<p>Unity is Strength is set up with a reputable bank that specifically deals with charities (Charities Aid Foundation Bank). To send money to Uganda, a form must be completed and signed by two trustees. When CAF receives this form, they may call the registered contact and confirm security questions before authorising the transaction.</p> <p>Partners in Uganda send the automated confirmation message from their bank on receipt of the funds and a report of how the money has</p>

	<p>been spent with supporting photos/videos when the project has been completed.</p> <p>The full process has been documented in a Financial Controls policy for the trustees to follow. The same procedure has been followed since the charity was established and there has never been an issue.</p>
<p>Mishandling of restricted vs unrestricted donations.</p>	<p>Any donation processed via the website is clearly assigned to General funds or to a specific fund. Unless specified by the donor, all donations made directly to UiS either by cash, BACS or cheque are deemed general donations.</p> <p>Partners in Uganda are required to prepare a budget before funds are sent so that we can agree on what the money will be spent on.</p> <p>When funds are sent to Uganda (restricted and unrestricted), our partners are required to send a report to show how the funds have been spent and to ensure the funds have been used for the correct charitable purposes. Additional funds are not sent until a report has been received.</p>
<p>Investment of funds e.g. if a large donation was received, how it would be appropriately managed.</p>	<p>If the charity receives a large donation, a trustee meeting would be called immediately to review our Investment Policy and use it to decide how these additional funds should be managed. Professional advice would be sought where appropriate.</p>
<p>Dispute(s) between the charity and our partners in Uganda.</p>	<p>Regular meetings between trustee(s) and partners in Uganda where both parties (Unity is Strength and KAASO) are given the opportunity to air any concerns they have; these are noted, and solutions proposed. This is reviewed at subsequent meetings to ensure the situation is improving or to identify if further action is required. Both parties are always given the opportunity to speak openly to build a relationship on transparency and trust.</p> <p>The Chair of trustees (Lizzie Hulton-Harrop) and Directors of St Paul KAASO (Dominic and Rose Mukwaya) have a strong relationship that has been built up over a period of 13 years.</p>

	<p>The sub-committee explained in Section 2.3 (page 4) includes the KAASO Volunteer Coordinator who works with KAASO in a separate capacity. Communication involving the Coordinator ensures that projects do not duplicate each other and priorities are agreed upon. If there was a dispute between Unity is Strength and partners in Uganda, the Coordinator would be a good third party to manage the situation.</p>
<p>KAASO becoming dependent on funds from Unity is Strength.</p>	<p>Focus on funding income-generating projects rather than funding maintenance costs. Medium-long term strategy is to reduce provision for maintenance costs. All income-generating projects must pass criteria to demonstrate that they can run without additional input from Unity is Strength.</p> <p>Regular, open conversations with partners in Uganda to discuss the above strategy and ensure it is the most appropriate mechanism of support. Understanding that donations come in peaks and troughs throughout the year e.g. at Christmas time we are likely to receive a higher number of donations.</p>
<p>Funding for projects that may fail.</p>	<p>From June 2023, we no longer provide funds for the original income-generating projects that were set up in 2020-21 e.g. piggery, coffee plantation, but provide funds that can be issued as loans through the KAASO Staff Development Association (see Section 3.3, page 10), as well as funds for land acquisition. We have agreements in place to ensure due diligence and thorough processes are followed for each of these areas, but the decision to fund the original income-generating projects (e.g. should we allocate money to the brick-making project, or the piggery) no longer lies with the trustees. These decisions are made by staff/teachers at KAASO who are better placed to understand the risks/opportunities of different projects.</p>
<p>Reputational risk – either from trustees/volunteers or projects supported in Uganda bringing the charity into</p>	<p>Trustees/volunteers are given guidance on how to talk about/promote the charity when they take on the role, as well as being required to sign a Code of</p>

<p>disrepute.</p>	<p>Conduct. Regular communication between trustees/volunteers. Any concerns are addressed immediately.</p> <p>Posting on social media is kept to a minimum as this generates minimal reward for the charity. With limited resource, it is felt our time is better spent on other activities.</p> <p>Newsletters are approved by trustees before being sent out. Quality over quantity of newsletters is prioritised – only sent out when significant updates are received from Uganda.</p> <p>For projects in Uganda, we have regular calls/messages to understand which projects have received loans for the microloan initiative (see Section 3.3, page 10) and the progress of people repaying loans. Identify any cause for concern as early as possible.</p> <p>We do not issue further funds before being satisfied KAASO-Dep is operating within the parameters set out in the agreement.</p>
<p>Emotional/physical harm of anyone we are working with in Uganda (particularly children).</p>	<p>Complete safeguarding spreadsheet each time we talk with partners in Uganda to record:</p> <ul style="list-style-type: none"> <li>• Number of new staff members</li> <li>• Number of staff members who have left</li> <li>• Training delivered for new staff members</li> <li>• Training delivered for existing staff members</li> <li>• Have any safeguarding incidents occurred – what happened and what was the outcome</li> <li>• Action/measures to prevent safeguarding issues</li> </ul>

The trustees are satisfied that systems are in place, or arrangements are in hand, to manage the risks that have been identified.

**2.6 Other**

The trustees spent considerable time in the first year of Unity is Strength’s operation to establish good governance. As well as developing a risk management framework as

mentioned above, the trustees put policies and practices in place for safeguarding vulnerable beneficiaries, managing volunteers, handling complaints, recording and managing conflicting interests, agreeing a reserves policy, and protecting beneficiary, supporter and trustee personal data.

These policies were reviewed, updated (where necessary) and approved by trustees in January 2024.

### **3. Activities**

#### **3.1 Statutory Declaration**

The Trustees of Unity in Strength confirm that they have paid due regard to the guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

#### **3.2 How our activities deliver public benefit**

The charity carries out a range of activities in pursuance of its charitable aims. The trustees consider that these activities, summarised below, provide benefit for the needs of students and staff at St. Paul KAASO (Kabira Adult Attention & School for Orphans), Uganda.

#### **3.3 Provision of grants for:**

**From general donations and restricted donation: Microloan initiative – KAASO Staff Development Association** - Following the success of the income-generating projects set up in 2020-21, the staff members at KAASO started a new project called the KAASO Staff Development Association (or KAASO-Dep for short), which issues microloans to individuals and groups working at KAASO to run small businesses to supplement their salaries.

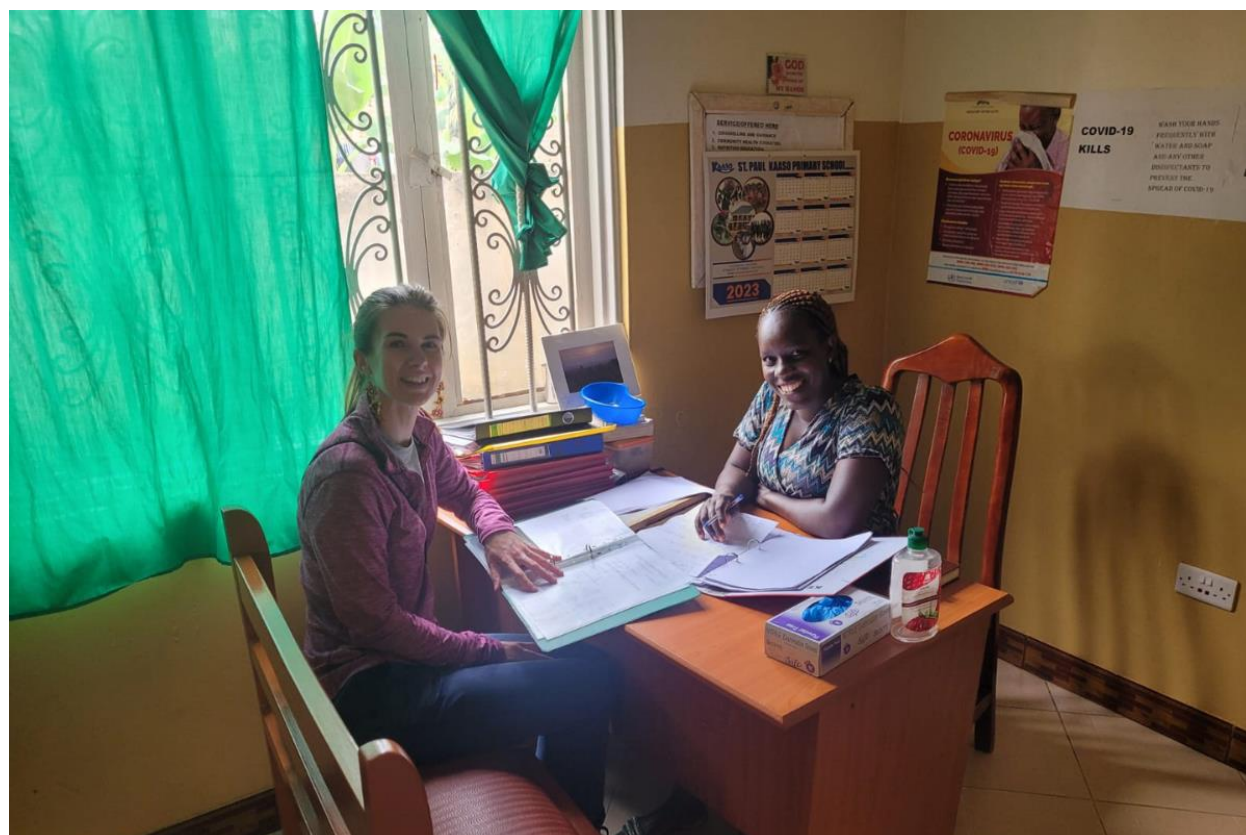
Their vision is, **“To create a society where workers have equal and sufficient economic and social opportunities to improve their standards of living and where they can contribute productively towards the overall development of the country.”**

Individuals or groups are required to apply to the KAASO-Dep committee outlining what their project is, why they want to run it, and a breakdown of the costs. The committee, chaired by Nurse Shiba, reviews the applications and decides which projects are granted loans. Each loan has a specified pay-back window with a small interest rate to ensure the initiative is sustainable, and loanees must have three guarantors in case they

are unable to pay. As the loan is repaid, this money can then be allocated to another project, and so on.

We are delighted to see this initiative take shape. We, as an organisation, are reluctant to fund the maintenance costs of the projects and/or the school unless necessary as we never want to create a dependency on our fundraising.

In 2023/24, Unity is Strength allocated £2,000 to the loan pot (£127 from the restricted fund for COVID, and £1,873 from general donations received). To date, we have contributed a total of £5,600 (2022/3: £3,600).



*Lizzie Hulton-Harrop and Nurse Shiba discussing the loan applications received (March 2023)*

As of March 2024, there are 56 members of the KAASO Staff Development Association, 34 teaching staff and 22 non-teaching. 20 projects have been supported so far at a total cost of 21,850,000 UGX (approximately £4,600), including purchasing oxen, starting a piggery, developing a poultry project, and growing crops. The loans are also being used to sustain the income-generating projects set up previously (e.g. the chair hire business and the brick-making project). Nearly £3,000 has been paid back as of 31<sup>st</sup> March 2024.

Interest in the project is growing rapidly – the KAASO-Dep committee has received a further 23 applications totalling £8,460, which will be loaned out as and when funds are repaid.

Unity is Strength and the KAASO-Dep committee are working closely to evaluate the impact of the initiative and assess when no further capital needs to be added to the pot.

Happy, healthy, consistent teachers and staff members are essential for delivering a top-class education for the students at St Paul KAASO.



*Dominic Mukwaya (Director of KAASO)'s caption: 'Fatherly words of farewell to our beloved candidates of 2023.'*

**Restricted donation: Rabbit project supported by Northbourne Park School** - We are very grateful to Northbourne Park School for supporting the Rabbit Project with a donation of £550 (supplemented with £25 from unrestricted funds). Northbourne Park School has had a partnership with KAASO since 2015. The Rabbit Project is run by the students at KAASO.

The rabbits are in elevated huts with a grated floor so that the dung and urine can be collected. This goes onto the vegetable beds, coffee and banana plantations as fertiliser, which leads to more productivity. The rabbits are fed plants that are a waste product from other projects, so no additional funds are spent on the rabbit feed. Everything is interconnected and nothing is wasted.



**Restricted donation: Kitchen** – We helped to promote a fundraiser organised by the KAASO Volunteer Coordinator and the organisation KATKiDS to improve the kitchen facilities at KAASO (a £50 donation was received through the Unity is Strength website for this restricted fund).

The children's kitchen at KAASO was not only inefficient, using a lot of unnecessary firewood, it was also incredibly smoky and unhealthy for the cooks. Each day, 707 children and 57 staff members are fed from this kitchen - most of them three meals a day. The cooks work tirelessly from before sunrise until after sunset to feed the KAASO children and the conditions were unsuitable. With this fundraiser, the aim was to build three large cooking stoves for the children and one small stove for the teachers. This has now been completed and the fire beneath the giant pots can be closed in to reduce smoke and save on wood – the firewood used is now just a quarter of that previously.

**From general donations: Postage for coffee samples from Uganda to England** – We have established contact with a coffee company in England who may be able to process coffee grown in Uganda. We sent £110 in August 2023 and £110 in March 2024 to cover travel costs for Dominic Mukwaya to go to Kampala to post the sample and postage costs to England. Being able to export coffee could potentially be a significant income-stream for KAASO in the future.

**From general donations: Medical costs for Prima Mukwaya** – In March 2024, we were devastated to hear the news that one of Dominic and Rose's daughters, Prima, was seriously ill. At one point she was in a coma and put on support machines. Lizzie has known Prima since she was 5 (she is now 18 years old). The medical costs were high and unexpected for Dominic and Rose, so we offered to contribute towards them (£700). A message of thanks read, "Thank you for saving Prima's life." Prima is improving and is now attending a nearby school as a day scholar, although she is still under strict medical measures. We hope Prima continues to improve and she is well again soon.

*Prima (right) in August 2021 ready for farm work. She is aspiring to become a vet.*



We decided to contribute towards Prima's medical costs because Dominic and Rose give so much of their time and money to ensuring KAASO operates as smoothly as possible, giving the students a safe, secure, and happy environment in which to learn. We wanted to show our support for Dominic and Rose at this difficult time.

#### 4. Achievements and Performance

**Microloan initiative - Examples of KAASO-Dep projects** - Staff and students from KAASO visited a local training centre to learn how to make bars of soap, liquid soap, shampoo, and chalk for the school blackboards (photo below, left).

Photo below, right shows: Ray (left) who teaches Computer Studies and manages the library; he has started a poultry project. Moses (right) teaches mathematics and is involved in the brick-making project.



The funds provided by Unity is Strength to KAASO-Dep has enabled:

- Some staff members to buy plots of land for cultivation/ farming to supplement their teaching income.
- The development of a 'saving culture' as staff members have additional income from projects started with loans from KAASO-Dep.
- Dominic Mukwaya has reported since KAASO-Dep started, staff members are happier than they used to be, and they want to stay and work at KAASO.

**The impact of KAASO-Dep** - Having the autonomy to design a project, apply for a loan, and earn additional income has been hugely positive for the teachers and staff members at KAASO. As well as increased economic independence, running these projects enables the teachers and staff members to advance their knowledge in a new discipline and collaborate with their colleagues in a different way.

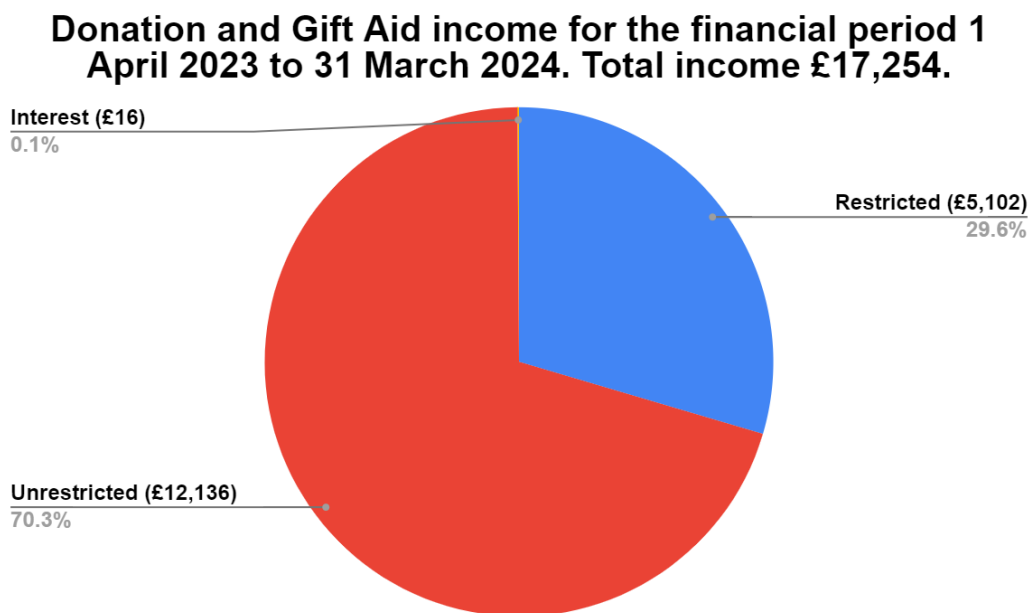
Dominic reported that members were happier and more motivated in their schoolwork. KAASO-Dep is run entirely by the committee at KAASO. Other than our due diligence, Unity is Strength is not involved in the group's decision-making.

**Give as you Live and Amazon Smile** - £112 raised by supporters generating free donations on Give as you Live and £26 on Amazon Smile while shopping online (included in unrestricted donations). Unfortunately, Amazon Smile has now been discontinued.

## 5. Financial Review

There was £412 in the bank account at the start of the financial period and £13,886 at the end of the financial period.

The pie charts below show the breakdown of our income for the financial period 1 April 2023 to 31 March 2024.



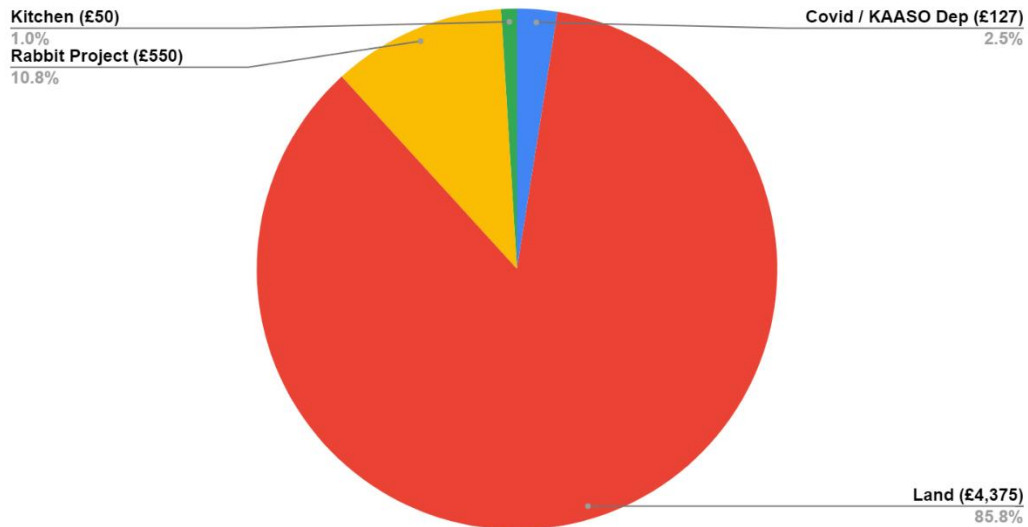
The £5,102 restricted income includes a Gift Aid claim of £875. This was claimed on a donation of £3,500 given to the Land Purchase project where the donor wished the Gift Aid to be restricted to the same project.

The £12,136 unrestricted income includes a Gift Aid claim of £2,347.

We received £16 in interest for the financial period under review.

Restricted donations were received for the following projects: Kitchen, Rabbits, KAASO Staff Development Association, and Land Purchase as shown in the pie chart below.

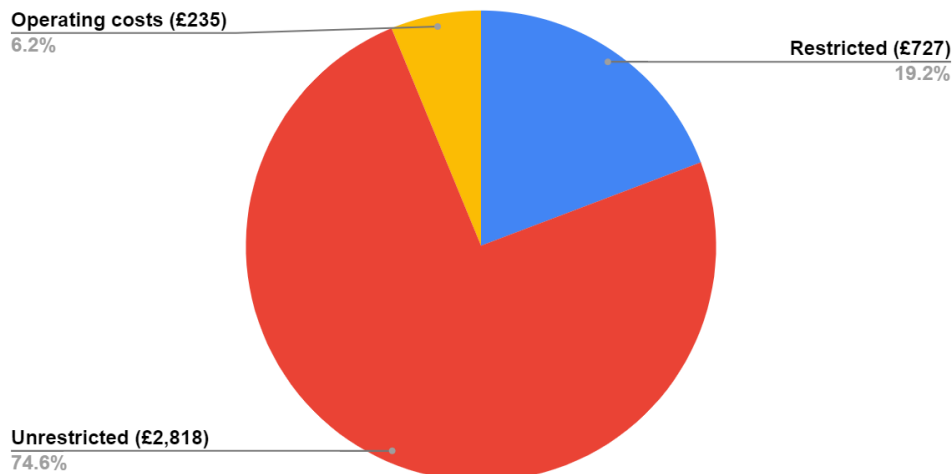
**Breakdown of restricted income for the financial period 1 April 2023 to 31 March 2024. Total restricted income £5,102.**



All restricted donations given to Unity is Strength within the financial period under review were transferred to KAASO before 31 March 2024, except for the Land Purchase donation. Some general funds were used to supplement the restricted funds given to specific projects, as shown in the Receipts and Payments spreadsheet. The total transferred to KAASO in the period under review was £3,545.

Our operating costs for the year 1 April 2023 – 31 March 2024 were £235, which includes bank fees, transfer fees, donation processing fees, and our subscription to the Fundraising Regulator.

**Breakdown of expenditure for the financial period 1 April 2023 to 31 March 2024. Total expenditure £3,780.**



Breakdown to show cash funds at the end of the financial period under review:

- £17,254 received from 1 April 2023 – 31 March 2024
- Minus funds transferred to KAASO £3,545 (£2,818 unrestricted and £727 restricted) = £13,709
- Minus operating costs of £235 = £13,474
- Add £412 remaining from financial year 1 January 2022 – 31 March 2023 = £13,886

The £13,886 in the bank account on 31 March 2024 is made up of £9,311 unrestricted funds, £4,375 restricted to land purchase, and £200 in reserves.

The Land Purchase donation and remaining unrestricted funds will be transferred to KAASO when a suitable piece of land has been identified and the Land Acquisition Policy has been followed by both parties. This will be a significant investment for Unity is Strength and KAASO, so it is a process that must be managed carefully and only progressed when the right piece of land can be purchased.

### **5.1 Reserves Policy**

The reserves policy seeks to balance spending the maximum amount of income raised at a suitable time after receipt with maintaining the minimum level of reserves to ensure uninterrupted operation and provide time to adjust to a change in financial circumstances.

An assessment of the financial impact of risk events on reserves is estimated at 1.5% of total cash income for this reporting period (April 2023 - March 2024). Our only committed expenditure is our monthly bank account fee, which equates to £15 over a three-month period. The Trustees feel it is important to safeguard some additional unrestricted funds to cover unexpected costs, such as increased transaction fees. Total charges and transaction fees for April 2023 – March 2024 is £235. 1.5% of our total cash income for 2023/24 is approximately £250. This is the minimum amount that we aim to keep in our account over each three-month period.

### **5.2 Details of any funds materially in deficit**

The Charity has no funds which are materially in deficit.

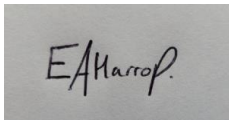
### **5.3 Principal funding sources**

Fundraising comes from a range of sources, such as individual recurring donations, individual one-off donations, school fundraisers at Northbourne Park School, fundraisers run by the trustees, and grant-funding.

### **5.4 Plans for future period**

The Trustees aim to develop the following in 2024/25: A case-study about the land purchased and the impact this will have on KAASO's self-sufficiency and sustainability. If appropriate, to run an online campaign to raise further funds for land purchase.

Approved by the trustees and signed on their behalf by:

A rectangular box containing a handwritten signature in black ink. The signature appears to be 'E Hulton-Harrop'.

Elizabeth Hulton-Harrop (Chair), 7<sup>th</sup> July 2024



## Receipts and payments accounts

CC16a

For the period from	Period start date 4/1/2023	To	Period end date 3/31/2024
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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 £	Last year to the nearest £
<b>A1 Receipts</b>					
					15 month period
Covid / KAASO-Dep donations	-	127		127	
Land purchase donations	-	3,500		3,500	
Rabbit project	-	550		550	
Kitchen project	-	50		50	
General donations	9,789			9,789	13,332
Voluntary receipts (Gift Aid)	2,347	875	-	3,222	4,035
Interest	16		-	16	9
Fundraising events	-	-	-	-	
Grants	-	-	-	-	
Restricted donations (food, classroom, solar batteries, bunk beds, music)	-	-	-	-	1,049
	-	-	-	-	
	-	-	-	-	
<b>Sub total (Gross income for AR)</b>	<b>12,152</b>	<b>5,102</b>	<b>-</b>	<b>17,254</b>	<b>18,425</b>
<b>A2 Asset and investment sales, (see table).</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total receipts</b>	<b>12,152</b>	<b>5,102</b>	<b>-</b>	<b>17,254</b>	<b>18,425</b>
<b>A3 Payments</b>					
Grant - KAASO Staff Development Association (loan scheme)	1,873	127	-	2,000	
Grant - Land purchase		-	-	-	
Grant - Rabbit project	25	550	-	575	
Grant - Kitchen project		50		50	
Grant - General donations (for coffee samples and Prima's medical costs)	920			920	17,303
Bank charges	60			60	96
International transfer fee to Uganda	100		-	100	150
Donation processing fees	19			19	59
Transfer fee for Facebook donations	6			6	30
Fundraising Regulator subscription	50			50	100
NCVO trustee training			-	-	55
Restricted donations (Covid, food, classroom, solar batteries, bunk beds, music)			-	-	4,406
	-	-	-	-	
	-	-	-	-	
<b>Sub total</b>	<b>3,053</b>	<b>727</b>	<b>-</b>	<b>3,780</b>	<b>22,199</b>
<b>A4 Asset and investment purchases, (see table)</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total payments</b>	<b>3,053</b>	<b>727</b>	<b>-</b>	<b>3,780</b>	<b>22,199</b>
<b>Net of receipts/(payments)</b>	<b>9,099</b>	<b>4,375</b>	<b>-</b>	<b>13,474</b>	<b>- 3,774</b>
<b>A5 Transfers between funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>A6 Cash funds last year end</b>	<b>412</b>	<b>-</b>	<b>-</b>	<b>412</b>	<b>4,186</b>

<i>Cash funds this year end</i>	9,511	4,375	-	13,886	412
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## 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 £
<b>B1 Cash funds</b>	CAF Bank	9,511	4,375	-
		-	-	-
		-	-	-
	<b>Total cash funds</b>	9,511	4,375	-
	(agree balances with receipts and payments account(s))	OK	OK	OK

	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
<b>B2 Other monetary assets</b>		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

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

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

Details	Fund to which liability relates	Amount due (optional)	When due (optional)
<b>B5 Liabilities</b>		-	
		-	
		-	
		-	
		-	

Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval
	E A Hulton-Harrop	Elizabeth Ann Hulton-Harrop	07.07.24
	JEY Hulton-Harrop	Jane Elizabeth Yair Hulton-Harrop	07.07.24

**UNITY IS STRENGTH**

England & Wales - Charity number 1187516

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# Accounts

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# Unity is Strength

Charitable Incorporated Organisation,  
registered with the Charity Commission for England and Wales (1187516)

## **Trustees' Annual Report & Statement of Financial Activity**

for 15 months ended 31st March 2023



**Unity is Strength**

Email: [info@unityisstrength.org.uk](mailto:info@unityisstrength.org.uk)

<https://unityisstrength.org.uk/>

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# Trustees Annual Report & Statement of Financial Activity for 15 months ended 31st March 2023

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## 1. Reference and Administration Details

### 1.1. Charity Name & Registration

#### Unity is Strength

The charity is a Charitable Incorporated Organisation, registration number 1187516. Registered with the Charity Commission for England and Wales on 22nd January 2020.

The charity is registered with HM Revenue & Customs.

### 1.2 Charity details

Registered address: Pollardine Farm, Gatten, Pontesbury, Shropshire, SY5 0SJ

Email: [info@unityisstrength.org.uk](mailto:info@unityisstrength.org.uk)

Website: <https://unityisstrength.org.uk/>

### 1.3 Trustees

The Trustees who served the charity in this period are:

Elizabeth Ann Hulton-Harrop (Chair)

Jane Elizabeth Yair Hulton-Harrop

Thomas Hugh Hulton-Harrop

### 1.4 Names of Advisors & Senior Members of Staff

None

### 1.5 Bank

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

### 1.6 Reporting period

The Trustees agreed it would be more appropriate for the charity to operate with a reporting period from 1st April - 31st March instead of 1st January - 31st December because we receive a high number of donations at Christmas time and cannot spend these within the same financial year. To make this change, the current financial year

had to be extended. Therefore, this Report covers the period from 1st January 2022 - 31st March 2023.

## **2. Structure, Governance and Management**

### **2.1 Type of governing document**

Constitution – based on the Charity Commission’s model governing document for Foundation Charitable Incorporated Organisations, *ie*: where the Trustees are the only Members of the charity.

### **2.2. Charitable Objects**

As defined in Unity is Strength’s Constitution (governing document), the charity’s objects (“objects”) are:

‘to advance education, relieve sickness and poverty and to otherwise provide for the charitable needs of orphans at St. Paul KAASO (Kabira Adult Attention & School for Orphans), Uganda in particular by providing grants, items and services to KAASO.’

### **2.3 Organisational structure**

The charity trustees are responsible for the governance and management of the charity. The trustees give their time freely and receive no remuneration or other benefits.

The trustees regularly discuss the running of the charity and formally meet on an annual basis. They are responsible for all decisions taken in relation to running the charity. To assist the smooth running of the charity, the trustees set up a sub-committee to oversee certain aspects of the charity’s work. The Chair sits on the sub-committee alongside the two Founders and Directors of St Paul KAASO, Uganda, and the KAASO Volunteer Coordinator. The sub-committee oversees the delivery of the projects in Uganda to ensure there is no duplication between Unity is Strength’s work and that of other organisations or volunteers.

### **2.3 Trustee selection methods**

There must be at least three charity trustees. There is no maximum number of charity trustees that may be appointed to the CIO.

In accordance with the Constitution, Trustees are appointed or re-appointed for a one-year term by a resolution passed at a properly convened meeting of the charity trustees.

In appointing Trustees due consideration is given to ensuring that the Trustees have, between them, the skills and experience necessary to manage the charity effectively and in accordance with charity law as laid down in Clause 10 (2) of the Constitution.

## 2.4 Induction and training of trustees

Following appointment, trustees are introduced to their new role and given copies of the following documents:

- The charity's Constitution
- CC3 The Essential Trustee: What you need to know
- Relevant policies

This ensures new trustees are aware of the scope of their responsibilities under the Charities Act. Initially, new trustees work with an existing trustee assisting on particular activities and projects run by the charity. After satisfactory feedback from existing trustees, they may be given the task of leading a particular activity or project, reporting progress at trustee meetings.

## 2.5 Risk Management

The Trustees have assessed the risks the charity faces and have drawn up a Risk Log which identifies the major risks by likelihood of occurrence, severity of impact, control procedure, retained risk, monitoring process, and responsibility. The trustees review the Risk Log annually.

The major risks and how they are managed are outlined in the table below:

Risks	Management
Three trustees only undertake the governance and management of the charity.	Ensure that the charity complies with all the regulatory requirements before spending time on other activities e.g. funding applications. The charity needs to have a strong foundation be able to grow successfully in the future.  Keep track of all activities and then label

	<p>them as either 'must-have', 'should-have', or 'nice-to-have'. This enables the trustees to see everything that the charity could be doing, but with a control mechanism in place to prioritise activities.</p> <p>Regular communication between trustees so that if work becomes overwhelming/unmanageable it is recognised at the earliest opportunity.</p>
<p>Mishandling of restricted vs unrestricted donations</p>	<p>Partners in Uganda prepare a budget before funds are sent so that we can agree on what the money will be spent on.</p> <p>When funds are sent to Uganda, our partners are required to send a report to show how funds have been spent and to ensure the funds have been used for the correct purposes. Additional funds are not sent until a report has been received.</p>
<p>KAASO becoming dependent on funds from Unity is Strength</p>	<p>Focus on funding income-generating projects rather than funding maintenance costs. Medium-long term strategy to reduce provision for maintenance costs. All income-generating projects must pass criteria to demonstrate that they can run without additional input from Unity is Strength.</p> <p>Regular, open conversations with partners in Uganda to discuss above strategy and ensure it is the most appropriate mechanism of support for them. Understanding that donations come in peaks and troughs throughout the year e.g. at Christmas time we are likely to receive a higher number of donations.</p>
<p>Funding for projects that may fail</p>	<p>Before agreeing to fund any high-risk projects, our partners in Uganda outline the pros and cons and make a</p>

	<p>recommendation on whether it is worth allocating donations to a project that is not 100% guaranteed to be successful. If it is decided to go ahead, the donation page must clearly explain any risks associated with the project so that the donor is aware their money may not deliver the desired outcome and whether refunds will be administered (probably not given the small reserves held by the charity).</p> <p>Work with KAASO on putting measures in place to mitigate risk of disease for animal/plant-based projects.</p>
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The trustees are satisfied that systems are in place, or arrangements are in hand, to manage the risks that have been identified.

**2.6 Other**

The trustees spent considerable time in the first year of Unity is Strength’s operation to establish good governance. As well as developing a risk management framework as mentioned above, the trustees put policies and practices in place for safeguarding vulnerable beneficiaries, managing volunteers, handling complaints, recording and managing conflicting interests, agreeing a reserves policy, and protecting beneficiary, supporter and trustee personal data.

These policies were reviewed, updated (where necessary) and approved by trustees in February 2023.

**3. Activities**

**3.1 Statutory Declaration**

The Trustees of Unity is Strength confirm that they have paid due regard to the guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

**3.2 How our activities deliver public benefit**

The charity carries out a range of activities in pursuance of its charitable aims. The trustees consider that these activities, summarised below, provide benefit for the needs

of students and staff at St. Paul KAASO (Kabira Adult Attention & School for Orphans), Uganda.

### 3.3 Provision of grants for:

**Solar batteries** - Restricted funds for this project remained after Unity is Strength's first grant towards solar batteries in 2021. When visiting St Paul KAASO in March 2023, we learned that the batteries had not been working for approximately four months. We agreed with our partners in Uganda to have more regular communication to ensure we can identify these types of occurrences earlier in future. We also reiterated the importance of learning when things are not working. It was good to have this in-person visit to continue building a transparent, open relationship.

A total of £1,650 was given in 2023 to replace the batteries, clean the panels and update the whole system. The batteries store energy generated from the solar panels, which is then used to provide light in the school for evening classes, as well as to charge electrical equipment such as radios (used between the staff), laptops, and phones.

**Income-generating projects** - These were set up with seed funding in 2021 in response to the COVID-19 pandemic to provide an alternative income for teachers and staff at St Paul KAASO while the school was closed due to the national lockdown. Since KAASO reopened in January 2022, these projects have continued and are now a key part of life at KAASO. We have provided funding for:

- Piggery - 10 piglets and feed (£1,016.22)
- Brick-making - Firewood to burn the bricks, labour, transport (£1,500)
- Chair hire - 1,000 chairs (£5,600)
- Coffee garden - Weeding (£150)

We work closely with the founders and Directors of KAASO, Dominic and Rose Mukwaya, to assess the viability of the projects and where there are challenges to be addressed. The net income for the projects for January and February 2023 is shown in the table below:

Project	Net income (Ugandan shillings)	Net income (GBP)
Piggery	60,000	13
Brick-making	1,680,000	360
Chair hire	420,000	90

Coffee garden	Not yet ready to sell	Not yet ready to sell
---------------	-----------------------	-----------------------

All projects are covering their costs. The Piggery is slowly being rebuilt after the devastating swine fever outbreak in 2021. Mitigation measures have been put in place to lower the risk of future pests/diseases affecting KAASO, which includes only allowing project owners access to the project area, and disinfecting boots on entering and leaving the project area.

Chairs were purchased towards the end of this financial period when it was still the rainy season in Uganda. During the visit to KAASO in March 2023, Dominic shared his plan to rent out the chairs for local functions on a regular basis in the dry season. They are also a useful asset to the school and are used by the students in the new school hall.



**Micro-loan initiative** - In October 2022, we were excited to hear about the establishment of the KAASO Staff Development Association (set-up independently by staff at KAASO), which will issue microloans to individuals and groups working at KAASO to run small businesses to supplement their salaries.

Their vision is, "To create a society where workers have equal and sufficient economic and social opportunities to improve their standards of living and where they can contribute productively towards the overall development of the country." We look

forward to providing some of the initial capital for the loans once the staff members have drafted their applications.

Individuals or groups are required to submit an application to the committee outlining what their project is, why they want to run it, and a breakdown of the costs. The committee will review the applications and decide which projects are granted loans. Each loan will have a specified pay-back window with a small interest rate to ensure the initiative is sustainable, and loanees must have three guarantors in case they are unable to pay. As the loan is repaid, this money can then be awarded to another project, and so on.

Following the visit in 2023, we allocated £3,600 to the loan pot.

**Bunk beds** - In 2021, triple-decker wooden bunk beds were no longer allowed to be used in boarding schools as they were deemed unsafe. This meant that KAASO had to replace a vast number of its beds to house the returning students. We launched a fundraiser in partnership with Emma Outteridge (the KAASO volunteer co-ordinator) and raised a fantastic £1,912.60 of which £155.77 was received in the period under review.

Our combined efforts meant 240 double-decker metallic bunk beds could be installed at KAASO.



**Music, Dance & Drama festival** - £659.04 was raised to help KAASO participate in the Uganda Primary Schools National Music, Dance and Drama Festival. This year, the festival was held in Kyotera, just 20 minutes from KAASO. The children of KAASO

performed an extraordinary feat by taking 4th place out of no less than 73 schools competing! This video shows their rehearsals: <https://youtu.be/8Ymera0wPAY>

**General maintenance** - Funds were provided for:

- 10,000-litre water tank (£1,266)
- Staff kitchen utensils (£570)
- Fire extinguishers (£250)
- Main Hall renovations - windows, tiles, cement, sand, labour, etc. (£1,271.23)
- Classroom materials - pens, books, chalk board, etc. (£491.06)
- COVID-19 measures - Hand-washing facilities, disinfectant, soap, etc. (£1,772.72)

#### 4. Achievements and Performance

**Visit to St Paul KAASO, March 2023** - It was incredible to have the opportunity to visit KAASO again after four years. Trustee, Lizzie Hulton-Harrop, and her boyfriend, Rob Havard, visited KAASO for a week in March visiting the projects supported by Unity is Strength and discussing future plans. [Read about their visit here.](#)



From left: Lizzie Hulton-Harrop, Rose Mukwaya, Dominic Mukwaya, Rob Havard.

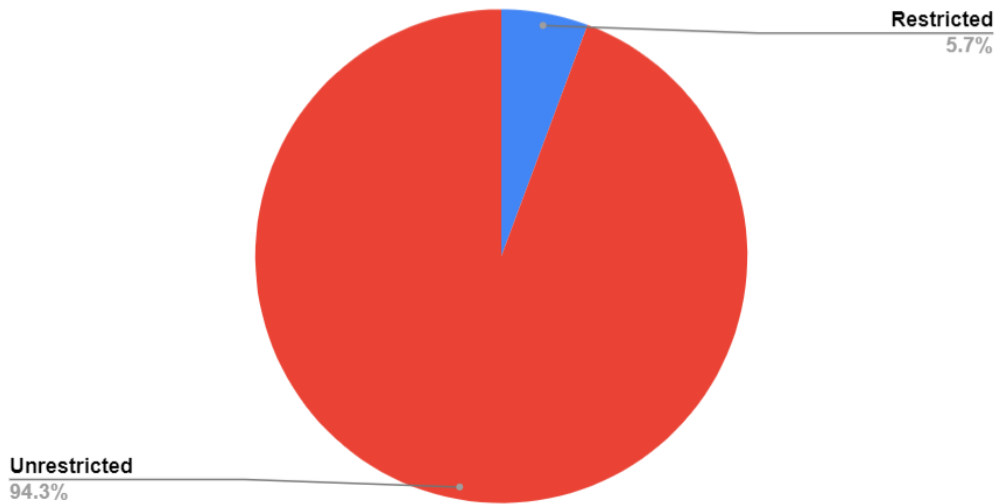
**Give as you Live and Amazon Smile** - £306 raised by supporters generating free donations while shopping online. Unfortunately, Amazon Smile has now been discontinued.

## 5. Financial Review

At the end of the financial period, the charity's position was positive with £412 in the bank account.

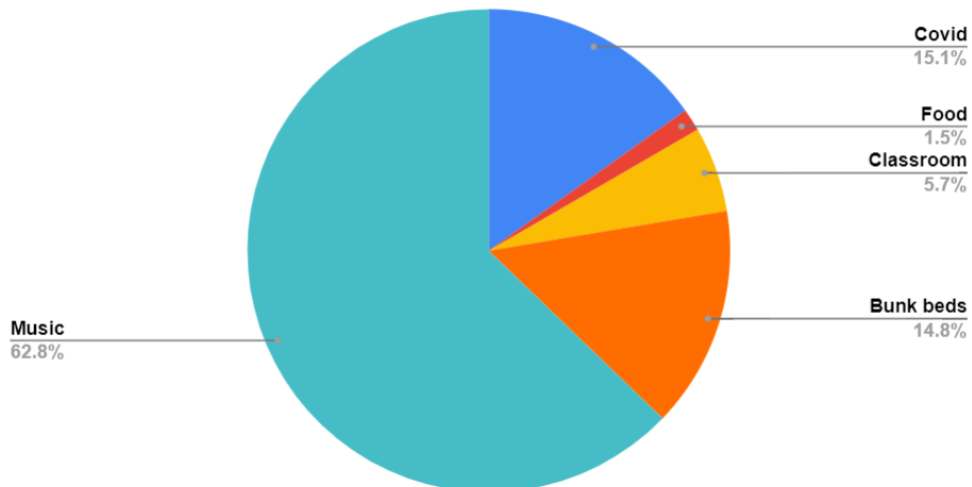
The pie charts show the breakdown of our income for the financial period 1 Jan 2022 to 31 March 2023.

**Donation and Gift Aid income for the financial period 1 Jan 2022 to 31 March 2023. Total income £18,416.53.**



We received £9 in interest for the financial period under review.

**Breakdown of restricted income for the financial period 1 Jan 2022 to 31 March 2023. Total restricted income £1,049.50**



The following table shows our total expenditure for the period ended 31 March 2023. We decided not to use a pie chart to display these figures as the non-transfer expenditure is so low, it is hard to interpret on a pie chart.

<b>Expenditure category</b>	<b>Amount in GBP</b>
Transfers to KAASO	21,708.87 (4,405.78 restricted)
Transfer fees	150.00
Bank account fees	96.00
Currency charges	30.00
Donation processing fees	59.03
Fundraising Regulator	100.00
Trustee training - Monitoring & Evaluation with the NCVO	55.00
<b>TOTAL</b>	<b>22,198.90</b>

All restricted funds (£1,049.50) were transferred to KAASO, as well as remaining restricted funds from the previous financial year (2021: £3,356.28).

**General funds transferred** totalled £17,303.09, including remaining funds from the previous financial year (2021: £829.30).

**Total funds remaining at 15 months ended 31 March 2023:**

£4,185.58 (2021 remaining funds) + £18,416.53 (2022/3 income)

= £22,602.11

- £21,708.87 (transferred to KAASO)

- £490.03 (fees)

+ £8.51 (interest)

**= £411.72**

## 5.1 Reserves Policy

The reserves policy seeks to balance spending the maximum amount of income raised as soon as possible after receipt with maintaining the minimum level of reserves to ensure uninterrupted operation and provide time to adjust to a change in financial circumstances.

An assessment of the financial impact of risk events on reserves is estimated at 1% of total cash income for this reporting period (January 2022 - March 2023). Our only committed expenditure is our monthly bank account fee and Fundraising Regulator annual payment, which equate to approximately £32 over a three-month period. The Trustees feel it is important to safeguard some additional unrestricted funds to cover unexpected costs, such as increased transaction fees. 1% of our total cash income for 2022/3 is approximately £185. This is the minimum amount that we aim to keep in our account over each three-month period.

As can be seen from the previous section, there is more than £185 available as free reserves. These funds may be designated by the trustees to support their strategy of investing more funds in income-generating projects rather than maintenance work.

## 5.2 Details of any funds materially in deficit

The Charity has no funds which are materially in deficit.

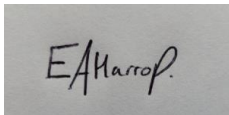
## 5.3 Principal funding sources

Fundraising comes from a range of sources, such as individual recurring donations, individual one-off donations, school fundraisers at Northbourne Park School, fundraisers run by the trustees, and grant-funding.

## 5.4 Plans for future period

The Trustees aim to develop the following two streams in 2023: grant-funding and individual recurring donations. This will be achieved by researching appropriate grant-makers and creating a strategy to reach a wider audience of potential donors.

Approved by the trustees and signed on their behalf by:

A rectangular box containing a handwritten signature in black ink that reads "E. Hulton-Harrop".

Elizabeth Hulton-Harrop (Chair), 2<sup>nd</sup> July 2023



CHARITY COMMISSION  
FOR ENGLAND AND WALES

Unity is Strength 1187516

## Receipts and payments accounts

CC16a

For the period from	Period start date 1/1/2022	To	Period end date 3/31/2023
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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 £	Last year to the nearest £
<b>A1 Receipts</b>					
Donations	13,332	1,050	-	14,381	15,768
Interest	9	-	-	9	-
Voluntary receipts (Gift Aid)	4,035	-	-	4,035	2,733
Fundraising events	-	-	-	-	865
Grants	-	-	-	-	1,000
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total (Gross income for AR)</b>	<b>17,376</b>	<b>1,050</b>	<b>-</b>	<b>18,425</b>	<b>20,366</b>
<b>A2 Asset and investment sales, (see table).</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total receipts</b>	<b>17,376</b>	<b>1,050</b>	<b>-</b>	<b>18,425</b>	<b>20,366</b>
<b>A3 Payments</b>					
Bank charges	96	-	-	96	96
International transfer fee to Uganda	150	-	-	150	150
Donations processing fee	59	-	-	59	109
Grant - General donations	17,303	-	-	17,303	11,038
Grant - Restricted donations	-	4,406	-	4,406	4,962
Fundraising Regulator subscription	100	-	-	100	-
Transfer fee for Facebook donations	30	-	-	30	-
NCVO Trustee Training	55	-	-	55	-
	-	-	-	-	-
<b>Sub total</b>	<b>17,793</b>	<b>4,406</b>	<b>-</b>	<b>22,199</b>	<b>16,355</b>
<b>A4 Asset and investment purchases, (see table)</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total payments</b>	<b>17,793</b>	<b>4,406</b>	<b>-</b>	<b>22,199</b>	<b>16,355</b>
<b>Net of receipts/(payments)</b>	<b>- 417</b>	<b>- 3,356</b>	<b>-</b>	<b>- 3,774</b>	<b>4,011</b>
<b>A5 Transfers between funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>A6 Cash funds last year end</b>	<b>829</b>	<b>3,356</b>	<b>-</b>	<b>4,186</b>	<b>-</b>
<b>Cash funds this year end</b>	<b>412</b>	<b>-</b>	<b>-</b>	<b>412</b>	<b>4,011</b>

## 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 £
<b>B1 Cash funds</b>	CAF Bank	412	-	-
		-	-	-
		-	-	-
	<b>Total cash funds</b>	<b>412</b>	<b>-</b>	<b>-</b>
	(agree balances with receipts and payments account(s))	OK	OK	OK
<b>B2 Other monetary assets</b>	Details	to nearest £	to nearest £	to nearest £
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
<b>B3 Investment assets</b>	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
<b>B4 Assets retained for the charity's own use</b>	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
<b>B5 Liabilities</b>	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	
	E A Hulton-Harrop	Elizabeth Ann Hulton-Harrop	30.10.23	
	JEY Hulton-Harrop	Jane Elizabeth Yair Hulton-Harrop	30.10.23	

**UNITY IS STRENGTH**

England & Wales - Charity number 1187516

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# Accounts

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# Unity is Strength

Charitable Incorporated Organisation,  
registered with the Charity Commission for England and Wales (1187516)

## Trustees' Annual Report & Statement of Financial Activity for the Year Ended 31st December 2021



**Unity is Strength**

Email: [info@unityisstrength.org.uk](mailto:info@unityisstrength.org.uk)

<https://unityisstrength.org.uk/>

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# Trustees Annual Report & Statement of Financial Activity for the Year Ended 31st December 2021

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## 1. Reference and Administration Details

### 1.1. Charity Name & Registration

#### Unity is Strength

The charity is a Charitable Incorporated Organisation, registration number 1187516. Registered with the Charity Commission for England and Wales on 22nd January 2020.

The charity is registered with HM Revenue & Customs.

### 1.2 Charity details

Registered address: Pollardine Farm, Gatten, Pontesbury, Shropshire, SY5 0SJ

Email: [info@unityisstrength.org.uk](mailto:info@unityisstrength.org.uk)

Website: <https://unityisstrength.org.uk/>

### 1.3 Trustees

The Trustees who served the charity in this period are:

Elizabeth Ann Hulton-Harrop (Chair)

Jane Elizabeth Yair Hulton-Harrop

Thomas Hugh Hulton-Harrop

### 1.4 Names of Advisors & Senior Members of Staff

None

### 1.5 Bank

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

## 2. Structure, Governance and Management

### 2.1 Type of governing document

Constitution – based on the Charity Commission’s model governing document for Foundation Charitable Incorporated Organisations, *ie*: where the Trustees are the only Members of the charity.

## **2.2. Charitable Objects**

As defined in Unity is Strength's Constitution (governing document), the charity's objects ("objects") are:

'to advance education, relieve sickness and poverty and to otherwise provide for the charitable needs of orphans at St. Paul KAASO (Kabira Adult Attention & School for Orphans), Uganda in particular by providing grants, items and services to KAASO.'

## **2.3 Organisational structure**

The charity trustees are responsible for the governance and management of the charity. The trustees give their time freely and receive no remuneration or other benefits.

The trustees regularly discuss the running of the charity and formally meet on an annual basis. They are responsible for all decisions taken in relation to running the charity. To assist the smooth running of the charity, the trustees set up a sub-committee to oversee certain aspects of the charity's work. The Chair sits on the sub-committee alongside the two Founders and Directors of St Paul KAASO, Uganda, and the KAASO Volunteer Coordinator. The sub-committee oversees the delivery of the projects in Uganda and submits regular reports to the trustees.

### **2.3 Trustee selection methods**

There must be at least three charity trustees. There is no maximum number of charity trustees that may be appointed to the CIO.

In accordance with the Constitution, Trustees are appointed or re-appointed for a one-year term by a resolution passed at a properly convened meeting of the charity trustees.

In appointing Trustees due consideration is given to ensuring that the Trustees have, between them, the skills and experience necessary to manage the charity effectively and in accordance with charity law as laid down in Clause 10 (2) of the Constitution.

### **2.4 Induction and training of trustees**

Following appointment, trustees are introduced to their new role and given copies of the following documents:

- The charity's Constitution
- CC3 The Essential Trustee: What you need to know
- Relevant policies

This ensures new trustees are aware of the scope of their responsibilities under the Charities Act. Initially, new trustees work with an existing trustee assisting on particular activities and

projects run by the charity. After satisfactory feedback from existing trustees, they may be given the task of leading a particular activity or project, reporting progress at trustee meetings.

## **2.5 Risk Management**

The Trustees have assessed the risks the charity faces and have drawn up a Risk Log which identifies the major risks by likelihood of occurrence, severity of impact, control procedure, retained risk, monitoring process, and responsibility. The trustees review the Risk Log annually.

The trustees are satisfied that systems are in place, or arrangements are in hand, to manage the risks that have been identified.

## **2.6 Other**

The trustees spent considerable time in the first year of Unity is Strength's operation to establish good governance. As well as developing a risk management framework as mentioned above, the trustees put policies and practices in place for safeguarding vulnerable beneficiaries, managing volunteers, handling complaints, recording and managing conflicting interests, agreeing a reserves policy, and protecting beneficiary, supporter and trustee personal data.

These policies were reviewed, updated (where necessary) and approved by trustees in February 2022.

## **3. Activities**

### **3.1 Statutory Declaration**

The Trustees of Unity is Strength confirm that they have paid due regard to the guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

### **3.2 How our activities deliver public benefit**

The charity carries out a range of activities in pursuance of its charitable aims. The trustees consider that these activities, summarised below, provide benefit for the needs of orphans at St. Paul KAASO (Kabira Adult Attention & School for Orphans), Uganda.

### **3.3 Provision of grants for:**

**Solar batteries** - When Unity is Strength was first established, the sub-committee (as defined in section 2.3) requested funds for solar batteries at KAASO. The current batteries had been in place for 6 years and were due to be replaced. The batteries store energy generated from the solar panels, which is then used to provide light in the school, as well as to charge electrical equipment such as radios (used between the staff), laptops, and phones.

**Pit latrine construction** - Support was urgently needed in May 2021 when the existing latrine for the boys' dormitories collapsed. The trustees sought to understand why this had happened with the aim of providing funds to rebuild a more robust construction that would not collapse again in the future. In conversations with the Founders & Directors of KAASO, the trustees found that the school had been advised to use a chemical called DX4 to empty the pit latrine when it reached capacity, however this had led to it giving way. The only other facility the boys could use was outside of the school boundary, which they were not allowed to go to during the night due to safety concerns.

The Founder and Director of St Paul KAASO, Dominic Mukwaya, recorded this short video to explain the gravity of the problem: <https://www.youtube.com/watch?v=tSWdBA-yy9Y>.

The funds provided covered the costs of the following materials: blocks, sand, roofing poles and nails, iron sheets, cement, vent pipe, and labour.

**COVID-19 projects** - At the beginning of June 2021, Uganda re-entered a national lockdown as COVID cases were rapidly rising. All schools had to close again, which made an already difficult situation more challenging. The greatest difficulty KAASO faced was how they were going to retain the teachers and staff members with no money coming in to pay them.

In light of this, Unity is Strength set up a COVID Relief Fund to partly cover direct costs, such as food and essential items for the staff members and teachers, but mainly to provide seed funds for KAASO to set up their own income-generating projects. The projects included piggery and goat keeping, poultry, brick-making, nursery beds for coffee and eucalyptus seedlings, and crop farming for fruits.

The impact of these projects has been significant. Please visit our website at <https://unityisstrength.org.uk/our-impact-2021> to read about the difference these projects have made.

While the piggery project got off to a great start, sadly Kabira and the wider area were hit with an outbreak of swine flu, which saw many of the animals needing to be put down. The trustees have reviewed this situation with the Founders and Directors of KAASO, Dominic and Rose Mukwaya, and are currently in the process of undertaking a Feasibility Study to identify measures that can be put in place to reduce the risk of damage from external forces and safeguard any further donations that may be allocated to this project.

**General maintenance** - In November 2021 there was finally news that schools in Uganda would reopen in January 2022. Over the two-year closure, the buildings and infrastructure had inevitably deteriorated and the sub-committee was keen for some essential works to be undertaken to prepare for the students' return. Examples of this work included repairs to the front school perimeter wall, the water drainage system, and the water tanks and gutters.

## 4. Achievements and Performance

**Captain Tom 100 Challenge** - We took part in the Captain Tom 100 Challenge, raising £545. The Captain Tom 100 challenge is an event set up to celebrate the generosity of spirit, and the hope and joy Captain Sir Tom Moore brought to millions. To participate, you have to think of a challenge based around the number 100 and complete it between Friday 30 April and Monday 3 May.

In the UK, we chose to skip 100 times as trustee Lizzie Hulton-Harrop remembers this as a popular activity when she stayed at KAASO. The students, staff and teachers at KAASO also took part. Here's Dominic Mukwaya, Founder & Director of KAASO, introducing their Challenge <https://www.youtube.com/watch?v=nCcePc9GKKs>.

**Northbourne Park School** - We would like to take this opportunity to thank Northbourne Park School who helped to promote our COVID Relief Fund over June/July 2021, raising £3,581 (excluding Gift Aid). We were also very grateful to receive a donation of £320 to support KAASO with the reopening work in November/December 2021. Trustee Lizzie Hulton-Harrop visited Northbourne Park in November 2021 to give an assembly on KAASO.

**New website** - We revamped our website to make it more user-friendly, simplify our donation journeys, and include more information on the background of Unity is Strength.

**Impact stories** - We are delighted to be working with Sarah Begg, Impact and Evidence Advisor at Practical Action. Sarah volunteers for Unity is Strength, working closely with Dominic Mukwaya to document the impact our work is having. To read the impact stories, please visit <https://unityisstrength.org.uk/our-impact>

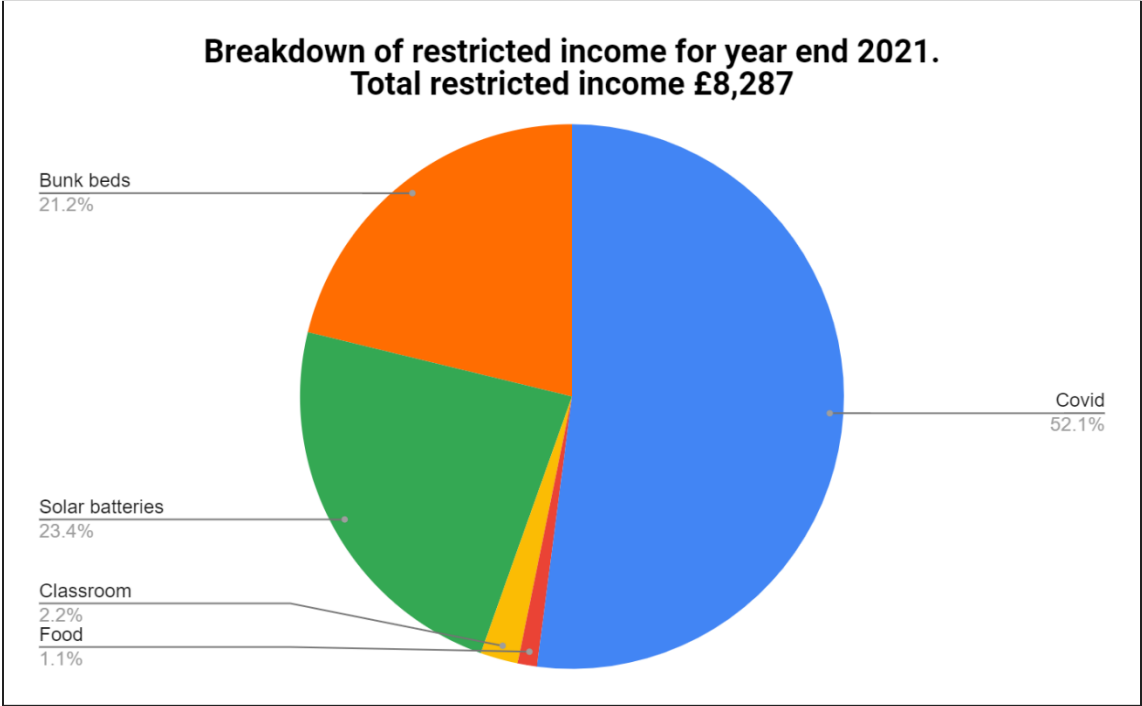
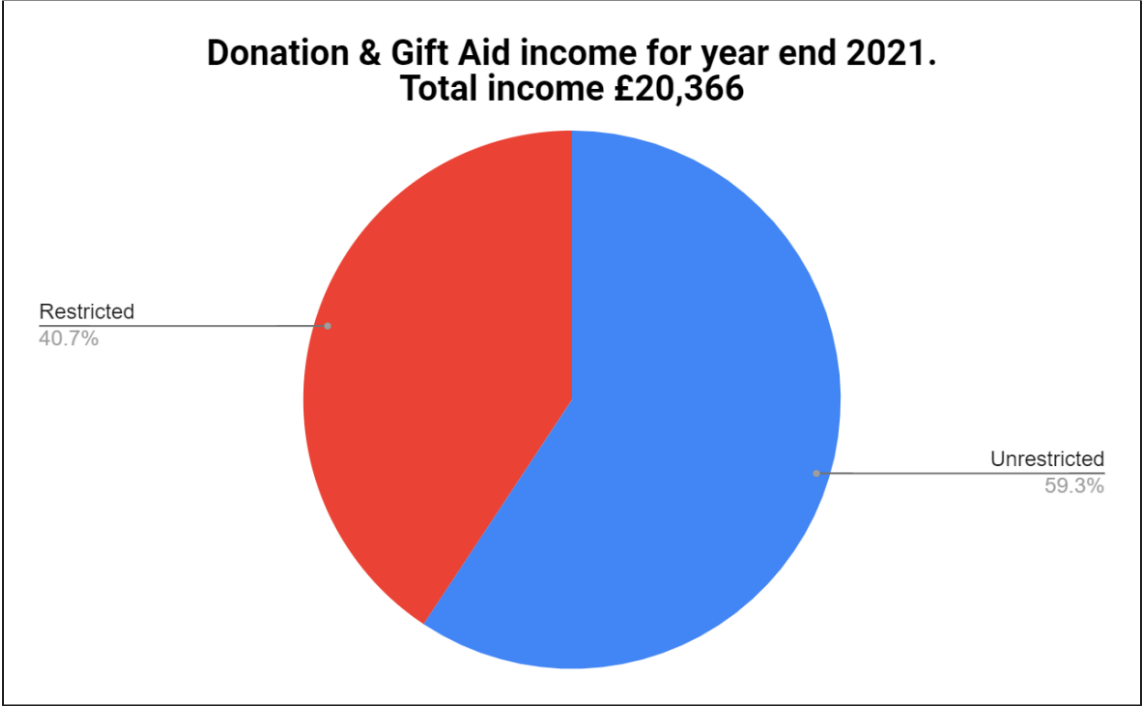
**The Grail Society** - We were over the moon to receive our first grant, awarded by the Grail Society for our Piggery project.

**Newsletter** - We write a newsletter which goes out to our supporters roughly once a month. To see the past issues, please follow this link <https://bit.ly/3JZPh3a>

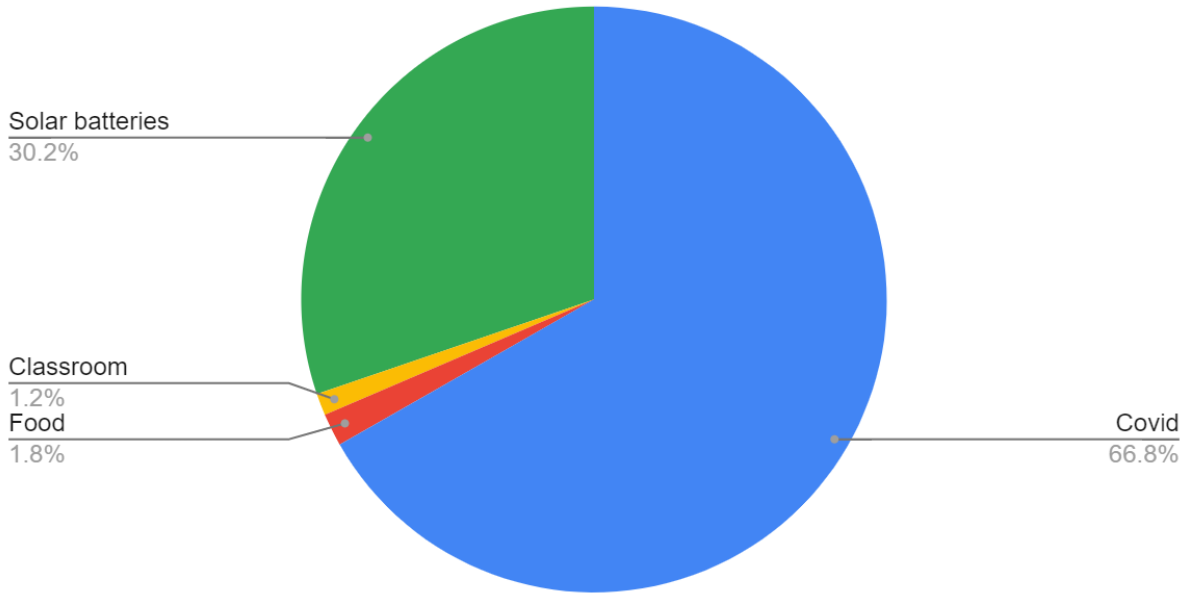
# 5. Financial Review

At the end of the financial period, the charity's position was positive with £4,185 in the bank account. This figure is much higher than our reserves (section 5.1) because of the funds raised over the Christmas period. These were transferred to KAASO in early 2022 and will be shown in our report and accounts for year-end 2022.

The pie charts show the breakdown of our income for the financial year 2021.

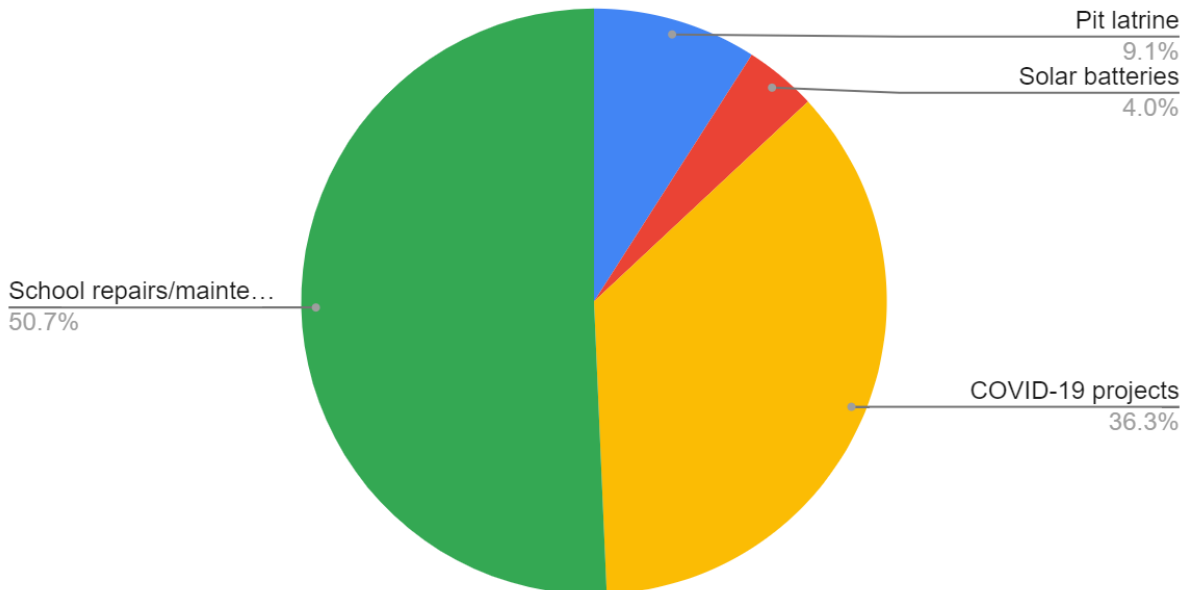


**Breakdown of restricted funds transferred for year end 2021.  
Total amount transferred £4,962**



Please note that while funds were raised for bunk beds in 2021, these were not distributed to KAASO until January 2022 when the campaign closed.

**Breakdown of general funds transferred for year end 2021.  
Total amount transferred £11,038**



The following table shows our total expenditure for the year ending 2021. We decided not to use a pie chart to display these figures as the non-transfer expenditure is so low, it is hard to interpret on a pie chart.

<b>Expenditure category</b>	<b>Amount in GBP</b>
Transfers to KAASO	16,000
Transfer fees	150
Bank account fees	96
Currency charges	12
Donation processing fees	97

The difference between the restricted income raised (£8,287) and the restricted income sent (£4,962) is £3,325, which breaks down as follows:

- £1,002 - COVID funds due to be sent in 2022 when needed.
- £435 - Gift Aid claimed on the donation for the solar batteries. This additional amount is not yet needed by KAASO.
- £1,757 - Bunk bed funds due to be sent in 2022 when campaign closed.
- £131 - Classroom materials and food funds that came in after transfer in December 2021 sent. These will be transferred in January 2022.

The difference between the general funds raised (£12,079) and the general funds sent (£11,038) is £1,041, which breaks down as follows:

- £355 – Fees for transfer, bank account, donation processing and currency charges.
- £686 – Free reserves.

At year-end 2020, there was £174 remaining in the bank, so: £174 + £686 + £3,325 = £4,185

## **5.1 Reserves Policy**

The reserves policy seeks to balance spending the maximum amount of income raised as soon as possible after receipt with maintaining the minimum level of reserves to ensure uninterrupted operation and provide time to adjust to a change in financial circumstances.

An assessment of the financial impact of risk events on reserves is estimated at 1% of total cash income for this reporting period (January-December 2021). Our only committed expenditure is our monthly bank account fee, which equates to £24 over a three-month period. The Trustees feel it is important to safeguard some additional unrestricted funds to cover unexpected costs, such as increased transaction fees. 1% of our total cash income for 2021 is

approximately £200. This is the minimum amount that we aim to keep in our account over each three-month period.

As can be seen from the Financial Review on page 10, there is £686 available as free reserves.

## **5.2 Details of any funds materially in deficit**

The Charity has no funds which are materially in deficit.

## **5.3 Principal funding sources**

Fundraising comes from a range of sources, such as individual recurring donations, individual one-off donations, school fundraisers at Northbourne Park School, fundraisers run by the trustees, and grant-funding.

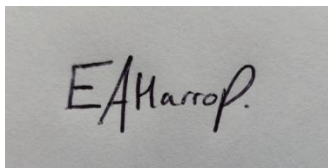
## **5.4 Plans for future period**

The Trustees aim to develop the following two streams in 2022: grant-funding and individual recurring donations. This will be achieved by researching appropriate grant-makers and creating a strategy to reach a wider audience of potential donors.

## **5.5. Statement of Trustees' responsibilities**

The trustees for the purposes of charity law who served during the year and up to the date of this report are set out on page 3.

Approved by the trustees and signed on their behalf by:

A rectangular box containing a handwritten signature in black ink. The signature reads "EA Harrop." in a cursive style.

Elizabeth Hulton-Harrop (Chair)

26th April 2022



CHARITY COMMISSION  
FOR ENGLAND AND WALES

Charity Name  
**Unity is Strength**

No (if any)  
**1187516**

## Receipts and payments accounts

<b>For the period from</b>	Period start date 1/1/2021	<b>To</b>	Period end date 12/31/2021
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### Section A Receipts and payments

	<b>Unrestricted funds</b> to the nearest £	<b>Restricted funds</b> to the nearest £	<b>Endowment funds</b> to the nearest £	<b>Total funds</b> to the nearest £
<b>A1 Receipts</b>				
Donations	9,390	6,378	-	15,768
Fundraising events	545	320	-	865
Grants	-	1,000	-	1,000
Voluntary receipts (Gift Aid)	2,144	589	-	2,733
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
<b>Sub total (Gross income for AR)</b>	<b>12,079</b>	<b>8,287</b>	<b>-</b>	<b>20,366</b>
<b>A2 Asset and investment sales, (see table).</b>				
	-	-	-	-
	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total receipts</b>	<b>12,079</b>	<b>8,287</b>	<b>-</b>	<b>20,366</b>
<b>A3 Payments</b>				
Bank charges	96	-	-	96
International transfer fee	150	-	-	150
Donations processing fee	109	-	-	109
Grant - General donations	11,038	-	-	11,038
Grant - Restricted donations	-	4,962	-	4,962
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
<b>Sub total</b>	<b>11,393</b>	<b>4,962</b>	<b>-</b>	<b>16,355</b>
<b>A4 Asset and investment purchases, (see table)</b>				
	-	-	-	-
	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total payments</b>	<b>11,393</b>	<b>4,962</b>	<b>-</b>	<b>16,355</b>
<b>Net of receipts/(payments)</b>	<b>686</b>	<b>3,325</b>	<b>-</b>	<b>4,011</b>
<b>A5 Transfers between funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>A6 Cash funds last year end</b>	<b>143</b>	<b>31</b>	<b>-</b>	<b>174</b>
<b>Cash funds this year end</b>	<b>829</b>	<b>3,356</b>	<b>-</b>	<b>4,185</b>

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

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £
<b>B1 Cash funds</b>	CAF Bank	829	3,356
		-	-
		-	-
	<b>Total cash funds</b>	<b>829</b>	<b>3,356</b>
(agree balances with receipts and payments account(s))		OK	OK

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £
<b>B2 Other monetary assets</b>		-	-
		-	-
		-	-
		-	-
		-	-
		-	-

Categories	Details	Fund to which asset belongs	Cost (optional)
<b>B3 Investment assets</b>			-
			-
			-
			-
			-

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

Categories	Details	Fund to which liability relates	Amount due (optional)
<b>B5 Liabilities</b>			-
			-
			-
			-
			-

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

Signature	Print Name
E A Hulton-Harrop	Elizabeth Ann Hulton-Harrop

**CC16a**



**Last year**

**to the nearest £**

<b>3,032</b>
-
-
-
-
-
-
-
<b>3,032</b>

-
-

<b>3,032</b>
--------------

<b>15</b>
<b>20</b>
<b>23</b>
<b>1,330</b>
<b>1,470</b>
-
-
-
-
<b>2,858</b>

-

<b>2,858</b>
--------------

<b>174</b>
-
-
<b>174</b>



**Endowment funds**  
to nearest £

-
-
-
-

OK

**Endowment funds**  
to nearest £

-
-
-
-
-
-

**Current value (optional)**

-
-
-
-
-

**Current value (optional)**

-
-
-
-
-
-
-
-
-

**When due (optional)**


Date of approval

26.04.22

**UNITY IS STRENGTH**

England & Wales - Charity number 1187516

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# Accounts

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# Unity is Strength

Charitable Incorporated Organisation,  
registered with the Charity Commission for England and Wales (1187516)

## Trustees' Annual Report & Statement of Financial Activity for the Year Ended 31st December 2020



Unity is Strength

Email: [info@unityisstrength.org.uk](mailto:info@unityisstrength.org.uk)

<https://unityisstrength.org.uk/>

## Contents

<b>Section</b>	<b>Page</b>
1. Reference and Administration Details	3
2. Structure, Governance and Management	3
3. Activities	5
4. Achievements and Performance	6
5. Financial Review	7

# Trustees Annual Report & Statement of Financial Activity for the Year Ended 31st December 2020

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## 1. Reference and Administration Details

### 1.1. Charity Name & Registration

#### Unity is Strength

The charity is a Charitable Incorporated Organisation, registration number 1187516. Registered with the Charity Commission for England and Wales on 22nd January 2020.

The charity is registered with HM Revenue & Customs.

### 1.2 Charity details

Registered address: Pollardine Farm, Gatten, Pontesbury, Shropshire, SY5 0SJ

Email: [info@unityisstrength.org.uk](mailto:info@unityisstrength.org.uk)

Website: <https://unityisstrength.org.uk/>

### 1.3 Trustees

The Trustees who served the charity in this period are:

Elizabeth Ann Hulton-Harrop (Chair)

Jane Elizabeth Yair Hulton-Harrop

Thomas Hugh Hulton-Harrop

### 1.4 Names of Advisors & Senior Members of Staff

None

### 1.5 Bank

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

## 2. Structure, Governance and Management

### 2.1 Type of governing document

Constitution – based on the Charity Commission’s model governing document for Foundation Charitable Incorporated Organisations, *ie*: where the Trustees are the only Members of the charity.

## **2.2. Charitable Objects**

As defined in Unity is Strength's Constitution (governing document), the charity's objects ("objects") are:

'to advance education, relieve sickness and poverty and to otherwise provide for the charitable needs of orphans at St. Paul KAASO (Kabira Adult Attention & School for Orphans), Uganda in particular by providing grants, items and services to KAASO.'

## **2.3 Organisational structure**

The charity trustees are responsible for the governance and management of the charity. The trustees give their time freely and receive no remuneration or other benefits.

The trustees meet quarterly and are responsible for all decisions taken in relation to running the charity. To assist the smooth running of the charity, the trustees set up a sub-committee to oversee certain aspects of the charity's work. The Chair sits on the sub-committee alongside the two Founders and Directors of St Paul KAASO, Uganda, and the KAASO Volunteer Coordinator. The sub-committee oversees the delivery of the projects in Uganda and submits regular reports to the trustees.

### **2.3 Trustee selection methods**

There must be at least three charity trustees. There is no maximum number of charity trustees that may be appointed to the CIO.

In accordance with the Constitution, Trustees are appointed or re-appointed for a one year term by a resolution passed at a properly convened meeting of the charity trustees.

In appointing Trustees due consideration is given to ensuring that the Trustees have, between them, the skills and experience necessary to manage the charity effectively and in accordance with charity law as laid down in Clause 10 (2) of the Constitution.

### **2.4 Induction and training of trustees**

Following appointment, trustees are introduced to their new role and given copies of the following documents:

- The charity's Constitution
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This ensures new trustees are aware of the scope of their responsibilities under the Charities Act. Initially, new trustees work with an existing trustee assisting on particular activities and

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The Trustees have assessed the risks the charity faces and have drawn up a Risk Log which identifies the major risks by likelihood of occurrence, severity of impact, control procedure, retained risk, monitoring process, and responsibility. The trustees review the Risk Log quarterly.

The trustees are satisfied that systems are in place, or arrangements are in hand, to manage the risks that have been identified.

## **2.6 Other**

The trustees have spent considerable time in the first year of Unity is Strength's operation to establish good governance. As well as developing a risk management framework as mentioned above, the trustees have put policies and practices in place for safeguarding vulnerable beneficiaries, managing volunteers, handling complaints, recording and managing conflicting interests, agreeing a reserves policy, and protecting beneficiary, supporter and trustee personal data.

## **3. Activities**

### **3.1 Statutory Declaration**

The Trustees of Unity is Strength confirm that they have paid due regard to the guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

### **3.2 How our activities deliver public benefit**

The charity carries out a range of activities in pursuance of its charitable aims. The trustees consider that these activities, summarised below, provide benefit for the needs of orphans at St. Paul KAASO (Kabira Adult Attention & School for Orphans), Uganda.

### **3.3 Provision of grants for:**

**COVID-19 supplies** - The Government of Uganda put restrictions ('Standard Operating Procedures') in place to be able to open up the candidate classes (those sitting exams) for all education institutions in Uganda. Restricted funds raised for COVID-19 supplies were used to meet the Standard Operating Procedures, which included purchasing temperature guns, installing hand washing facilities and purchasing masks for staff and students.

**Classroom and boarding materials** - Books, pens, mosquito nets and soap were bought with restricted funds raised for classroom and boarding materials. Given that so few children have been in attendance at school in Uganda since March 2020, St Paul KAASO has experienced a sharp fall in its income due to not receiving payments of student fees. Even in 'normal' times, the majority of students that attend KAASO are not fee-paying because they are orphans. Therefore, it has been even more important than ever this year to support KAASO with funds to purchase items to keep those who can attend safe and in the best possible learning environment.

**Food and other essential items** - Large quantities of beans, maize flour, sugar, rice and salt were bought with restricted funds for food. This has helped to improve staff and student welfare by providing a stable diet.

**Sanitation and children's hygiene** - During the heavy rains in December 2020, one of the girls' toilets at KAASO collapsed and needed repairs. KAASO had already started work on this but had had to stop due to lack of funds. A proportion of the general funds transferred in December 2020 were used to continue the repair work.

Some general funds were also used to empty the boys' pit latrine.

**Solar batteries** - During the financial year 2020, funds were also raised to replace the solar batteries at KAASO. The target was not hit during this financial year, so the funds were not spent until 2021.

## **4. Achievements and Performance**

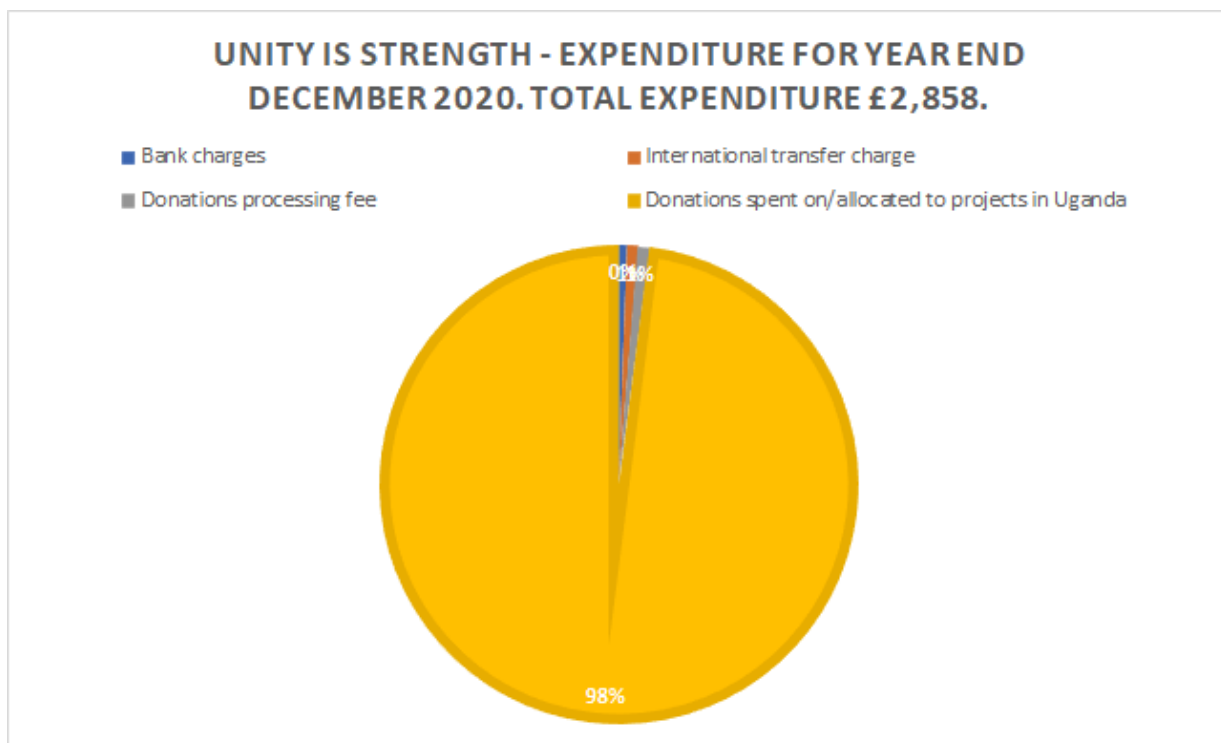
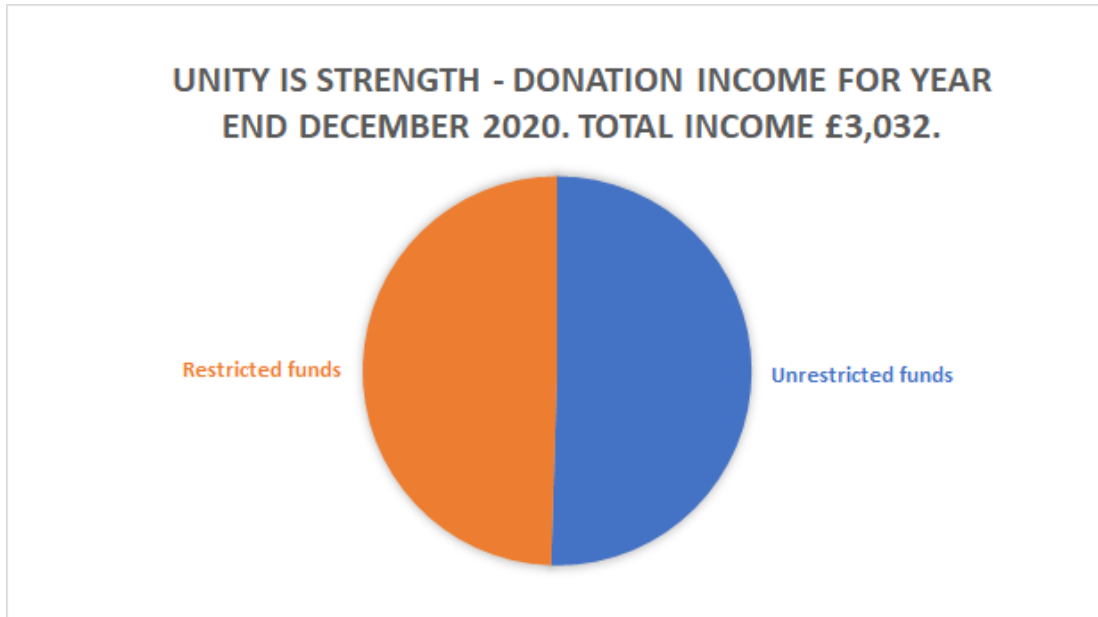
As the charity's bank account was only opened in September 2020, we were not able to raise funds prior to this in the financial year 2020. For this reason, we set conservative targets for fundraising and the sub-committee managed expectations with St Paul KAASO for low fundraising returns in this first year.

After setting up a website for Unity is Strength, we set about running a fundraising campaign in the week prior to and ending on #GivingTuesday (1st December 2020). We were incredibly grateful to receive £1,000 in general funds to match any donations received during the week of the campaign. We exceeded the match funds amount and raised a fantastic £2,800.

These funds provided a much needed boost of support for St Paul KAASO School at an incredibly difficult time. The sub-committee works with the Directors of KAASO to decide on which projects should be supported in Uganda in terms of priority. This information is fed back to the trustees who make the final decision.

## 5. Financial Review

At the end of the financial period, the charity's position was positive, £174 remained in the bank account. The pie charts below show the breakdown of our income and expenditure for the financial year 2020.



## **5.1 Reserves Policy**

The reserves policy seeks to balance spending the maximum amount of income raised as soon as possible after receipt with maintaining the minimum level of reserves to ensure uninterrupted operation and provide time to adjust to a change in financial circumstances.

A prudent assessment of the financial impact of risk events on reserves is estimated at 6-7% of total cash income. This is the level that Unity is Strength operated at for year end December 2020 (£3,032 total income and 2,858 expenditure). However, as this is not a representative financial year, the Trustees will review this % at year end December 2021 to ensure it is still appropriate.

## **5.2 Details of any funds materially in deficit**

The Charity has no funds which are materially in deficit.

## **5.3 Principal funding sources**

Voluntary income was the only source of funding for the financial year 2020. It is not concentrated on any single donor and some donors committed to regular giving in this financial period. Voluntary income levels have held up despite the Covid-19 pandemic.

## **5.4 Plans for future period**

A fundraising strategy is due to be written in the summer of 2021 to explore other funding sources to help Unity is Strength build a diversified funding portfolio.

## **5.5. Statement of Trustees' responsibilities**

The charity trustees are responsible for preparing an annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the charity trustees to prepare financial statements for each year that give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period.

In preparing the financial statements, the trustees are required to:

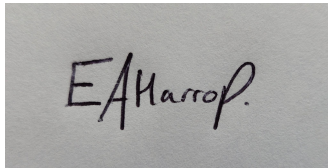
- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 1993, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Constitution. They are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees for the purposes of charity law who served during the year and up to the date of this report are set out on page 3.

Approved by the trustees and signed on their behalf by:

A rectangular box containing a handwritten signature in black ink. The signature is written in a cursive style and reads "E Hulton-Harrop".

Elizabeth Hulton-Harrop (Chair)

16th May 2021



CHARITY COMMISSION  
FOR ENGLAND AND WALES

Charity Name  
Unity is Strength

No (if any)  
1187516

## Receipts and payments accounts

For the period from	Period start date 1/1/2020	To	Period end date 12/31/2020
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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 £
<b>A1 Receipts</b>				
General donations	1,531		-	1,531
Project - COVID-19		339	-	339
Project - Classroom & Boarding materials	-	406	-	406
Project - Food	-	230	-	230
Project - Solar batteries	-	526	-	526
	-	-	-	-
	-	-	-	-
	-	-	-	-
<b>Sub total (Gross income for AR)</b>	<b>1,531</b>	<b>1,501</b>	<b>-</b>	<b>3,032</b>
<b>A2 Asset and investment sales, (see table).</b>				
	-	-	-	-
	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total receipts</b>	<b>1,531</b>	<b>1,501</b>	<b>-</b>	<b>3,032</b>
<b>A3 Payments</b>				
Bank charges	15	-	-	15
International transfer charge	20	-	-	20
Donations processing fee	23	-	-	23
General grant	1,330			1,330
Project - COVID-19		336	-	336
Project - Classroom & Boarding materials		400	-	400
Project - Food		225	-	225
Project - Solar batteries		509	-	509
	-	-	-	-
<b>Sub total</b>	<b>1,388</b>	<b>1,470</b>	<b>-</b>	<b>2,858</b>
<b>A4 Asset and investment purchases, (see table)</b>				
	-	-	-	-
	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total payments</b>	<b>1,388</b>	<b>1,470</b>	<b>-</b>	<b>2,858</b>
<b>Net of receipts/(payments)</b>	<b>143</b>	<b>31</b>	<b>-</b>	<b>174</b>
<b>A5 Transfers between funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>A6 Cash funds last year end</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash funds this year end</b>	<b>143</b>	<b>31</b>	<b>-</b>	<b>174</b>

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

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

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £
<b>B2 Other monetary assets</b>		-	-
		-	-
		-	-
		-	-
		-	-
		-	-

Categories	Details	Fund to which asset belongs	Cost (optional)
<b>B3 Investment assets</b>			-
			-
			-
			-
			-

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

Categories	Details	Fund to which liability relates	Amount due (optional)
<b>B5 Liabilities</b>			-
			-
			-
			-
			-

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

Signature	Print Name
E A Hulton-Harrop	Elizabeth Ann Hulton-Harrop
JEY Hulton-Harrop	Jane Elizabeth Yair Hulton-Harrop

**CC16a**



**Last year**

**to the nearest £**

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**Endowment funds  
to nearest £**

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-

OK

**Endowment funds  
to nearest £**

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-

**Current value  
(optional)**

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-
-

**Current value  
(optional)**

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-
-
-
-

**When due  
(optional)**


**Date of approval**

7/20/2021
7/20/2021