



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

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

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

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

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>
Mishandling of restricted vs unrestricted donations	<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>
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 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>
Funding for projects that may fail	<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
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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.

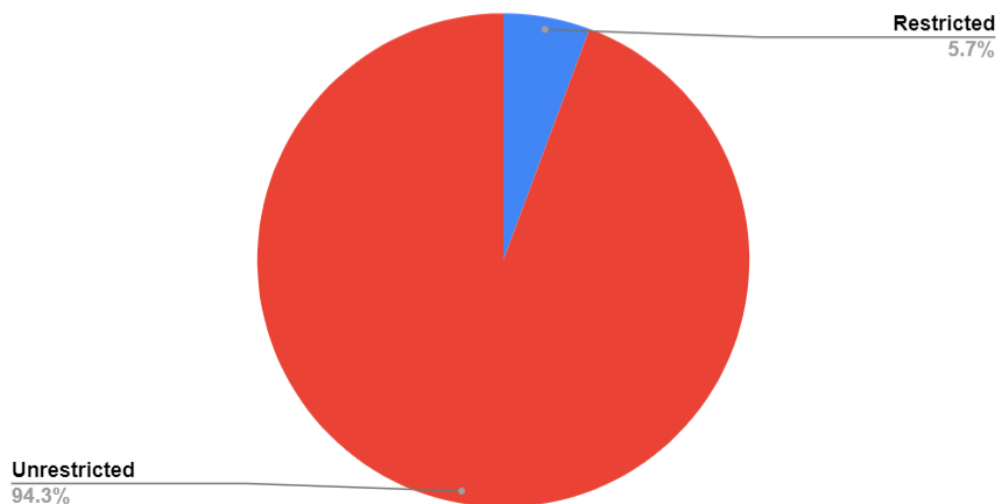
Give as you Live and Amazon Smile - £306 raised by supporters generating free donations while shopping online. Unfortunately, Amazon Smile has now been discontinued.

5. Financial Review

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

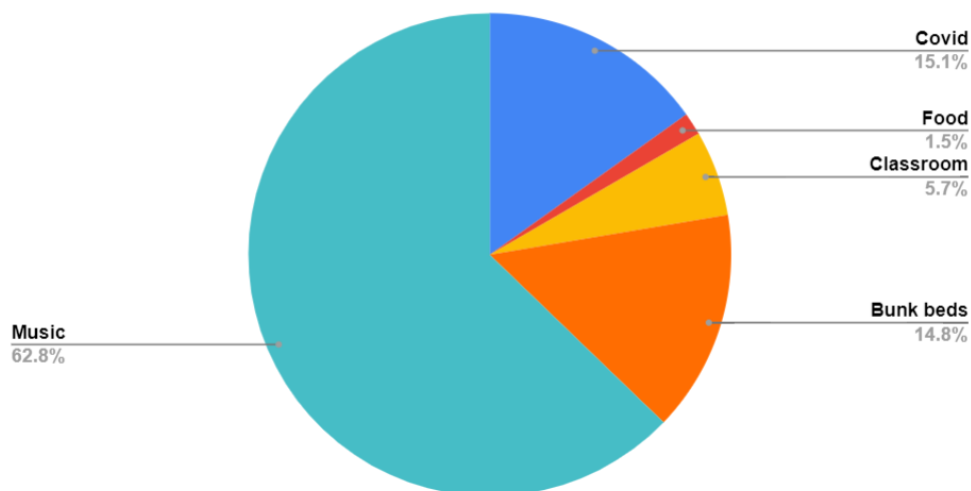
The pie charts show the breakdown of our income for the financial period 1 Jan 2022 to 31 March 2023.

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.

Expenditure category	Amount in GBP
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
TOTAL	22,198.90

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.

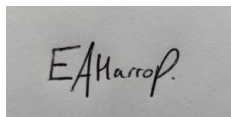
5.3 Principal funding sources

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 dark ink. The signature appears to be 'E Hulton-Harrop'.

Elizabeth Hulton-Harrop (Chair), 2nd 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

Section A Receipts and payments

	Unrestricted funds	Restricted funds	Endowment funds	Total funds	Last year
	to the nearest £	to the nearest £	to the nearest £	to the nearest £	to the nearest £
A1 Receipts					
Donations	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
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	17,376	1,050	-	18,425	20,366
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	17,376	1,050	-	18,425	20,366
A3 Payments					
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	-
	-	-	-	-	-
Sub total	17,793	4,406	-	22,199	16,355
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	17,793	4,406	-	22,199	16,355
Net of receipts/(payments)	- 417	- 3,356	-	- 3,774	4,011
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	829	3,356	-	4,186	-
Cash funds this year end	412	-	-	412	4,011

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

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	CAF Bank	412	-	-
		-	-	-
		-	-	-
	Total cash funds	412	-	-
	(agree balances with receipts and payments account(s))	OK	OK	OK
B2 Other monetary assets	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
			-	
			-	
			-	
			-	
Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval	
	E A Hulton-Harrop	Elizabeth Ann Hulton-Harrop	30.10.23	
	JEY Hulton-Harrop	Jane Elizabeth Yair Hulton-Harrop	30.10.23	