

# TRANSFORMATIONAL ENTERPRISE NETWORK

England & Wales · Charity number 1194973

## Details

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**Status** Registered

**Legal form** CIO

**Registered** 2021-06-28

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

## Contact

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**Address** Bankside  
Sandy Lane  
Weaverham  
Northwich  
Cheshire  
CW8 3PX

**Phone** 07941017236

**Email** [help@tencommunity.net](mailto:help@tencommunity.net)

**Website** [www.tencommunity.net](http://www.tencommunity.net)

## Activities

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**Objects:** THE PREVENTION OR RELIEF OF POVERTY, FOR THE PUBLIC BENEFIT, ANYWHERE IN THE WORLD, BY THE PROVISION OF TRAINING AND SUPPORT ON THE CREATION OR DEVELOPMENT OF BUSINESSES AND OTHER ENTERPRISES TO INDIVIDUALS OR ORGANISATIONS AND CHARITIES WORKING TO PREVENT OR RELIEVE POVERTY, AS A PRACTICAL EXPRESSION OF THE CHRISTIAN FAITH.

**Activities:** We are a Christian-based network of volunteers with business skills and resources that we use to help create or develop businesses aiming to alleviate poverty. Activities include business start up training, mentoring and other support. We are currently especially involved in projects in the UK and Uganda but members' have are involved in other countries in Africa and Asia.

## Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** The Prevention Or Relief Of Poverty, Religious Activities
- **Who:** Other Charities Or Voluntary Bodies, The General Public/mankind

## Geography

- Burundi
- Kenya
- Madagascar
- Malawi
- Uganda
- Throughout England And Wales

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-12-31	£54,911	£56,221	-	-
2024-12-31	£35,347	£24,708	-	-
2023-12-31	£19,448	£23,956	-	-
2022-12-31	£26,117	£21,465	-	-
2021-12-31	£15,140	£13,221	-	-

## Trustees

Name	Role	Appointed
Jeremy Charles Arthur Marshall MA DipM	Chair	2021-01-01
Dr Irene Banda Ph.D		2022-10-22
Gillian Margaret Dandy		2024-10-14
Ian Timothy Pounce		2021-10-08
NICHOLAS JOHN HOUGHTON		2022-04-05

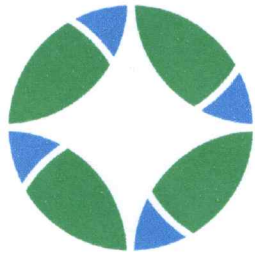
**TRANSFORMATIONAL ENTERPRISE NETWORK**

England & Wales - Charity number 1194973

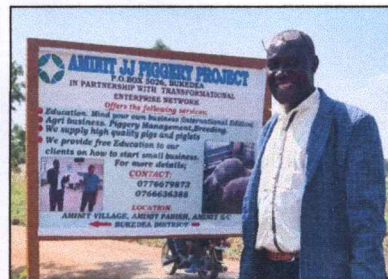
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# Accounts

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# Transformational Enterprise Network



**Transformational Enterprise Network  
Report and Financial Statements  
Year Ended: 31 December 2025  
Charity No: 1194973**

## Reference and administrative information

### Trustees

J C A Marshall, Chair of Trustees

I T Pounce

N J Houghton

I Banda

G Dandy

### Executive Director

J C A Marshall

### Registered Office

Bankside, Sandy Lane, Weaverham, NORTHWICH, Cheshire, CW8 3PX.

**Charity Number: 1194973**

### Bankers

National Westminster Bank Plc

### Report of the trustees for the year ending 31 December 2024

The trustees present their annual report and financial statements for the period ending 31 December 2025.

### Structure, governance and management

Transformational Enterprise Network (TEN) is a registered charity, number 1194973. It is governed by a CIO "Foundation Model" constitution dated 9 November 2020.

Executive Director Jerry Marshall works on a pro bono basis. He is an entrepreneur who has founded a range of businesses and social enterprises, has been especially engaged in business solutions to poverty, and developed the "*Mind Your Business*" training material available free from TEN.

New trustees are appointed by existing trustees and serve for three years after which they may put themselves forward for re-appointment. The constitution provides for the minimum of 3 trustees to a maximum of 12 trustees. N.Houghton and J.Marshall were reappointed in 2025.

Trustees give their time freely and no trustee remuneration was paid in the last year.

Our Patron, [Lord Michael Hastings](#), was appointed in 2021.

The Board has agreed financial authorities and a grant making policy. Risk management reviews are considered by the trustees annually.

## **Objectives and activities for the public benefit**

The objects of the CIO are:

“The prevention or relief of poverty, for the public benefit, anywhere in the world, by the provision of training and support on the creation or development of businesses and other enterprises to individuals or organisations and charities working to prevent or relieve poverty, as a practical expression of the Christian faith.”

Our prime purpose is to develop enterprise-based solutions to poverty, an approach that is: sustainable (not long term dependent on donations); builds dignity and self-esteem; and avoids creating a dependency culture.

This is achieved by growing a community of members who share a common Christian faith, have a desire to alleviate poverty, are willing to volunteer their business skills and experience for TEN on a pro bono basis, and are accountable to each other through small groups.

There are two types of project that we support for the public benefit:

1. Those identified by TEN where we invite members to engage as mentors, advisors, trainers, donors, etc. and where we may provide grants to facilitate financially self-sustaining initiatives.
2. Enterprise-based poverty alleviation projects set up by members, where TEN helps provide accountability, prayer support and specialist advice from other members.

A particular asset is the “International” edition of TEN’s *Mind Your Own Business* (MYOB) business start-up workbook and templates, which is freely in several languages on our website.

The trustees confirm that they have referred to the Charity Commission’s general guidance on public benefit when reviewing and planning our activities outlined below and in setting our grant making policy.

## **Activities in 2025**

We had 355 subscribers including 95 individual and organisational members or regular donors at 31 December 2025. Members benefit from a website [www.tencommunity.net](http://www.tencommunity.net) with resources and directories; monthly enews and online meetings; annual retreats and occasional “Expo” trips (at additional cost).

Highlights of 2025 include the following.

- We supported members through a monthly online gatherings; a small monthly support and accountability group; and a 24-hour retreat at Launde Abbey.
- Four videos of the business start-up course were produced, based on presentations given at the Stronger Network conference in January 2025. These are available free on the TEN website.
- Director Jerry Marshall led a members’ “Expo” (exposure) trip to Uganda and Ethiopia, visiting projects and delivering micro business start-up training to approximately 300 people and potential trainers in Mbale and Addis Ababa.
- Two hubs for training and revolving loan funds were established in Kampala and a further hub in Addis Ababa.

- We supported our Kenyan partner Grace Development Foundation (GDF) through a difficult issue and we are helping them restructure as a distributed church-based ministry, to improve resilience.
- We helped our partners in Eastern Uganda, Nyero Alternative Technology Training Centre (NATTC) and Transformational Advocacy Network Uganda (TANU) to further develop guest house and fish farm enterprises designed to generate income to support their vocational training. We also continued to support projects in Madagascar and Burundi.
- Life For All, India, received a grant from a restricted donation to TEN, enabling their Economic Empowerment Training Programme team to spend 18 days with the Gond tribe in India. They conducted 26 seminars, training 450 individuals, with an expected direct impact on more than 3,000 people.

### **Plans for the Future**

We are holding our second London “From Handouts to Handshakes” conference in partnership with other networks and NGOs on 27 March 2026.

As we approach our 5<sup>th</sup> anniversary, the trustees are meeting for a 24-hour strategy day in London on 14/15 April, to review our progress and priorities.

A group will be attending the “Come and Meet Your Business Partner” event and an entrepreneurs’ retreat with our partners in Burundi in November / December 2026.

As always, we are grateful to our members and donors for their continuing support.

**The Transformational Enterprise Network  
Statement of Financial Activities  
For the year ending 31 December 2025**

	Note	Unrestricted funds £	Restricted funds £	Total Funds 2025 £	Total Funds 2024 £
<b>Incoming resources</b>	1c				
Membership donations		7,718		7,718	8,298
Other donations		8,050	33,885	41,935	19,330
Gift Aid	4	2,611	1,582	4,193	1,626
Event Income		1,065		1,065	6,093
<b>Total incoming resources</b>		<b>19,444</b>	<b>35,467</b>	<b>54,911</b>	35,347
<b>Resources expended</b>	1d				
<i>Costs of raising funds</i>					
Donation payment fees		259		259	338
Marketing and fundraising		355		355	(800)
<i>Direct costs</i>					
Grants	5	10,822	38,886	49,708	14,224
Web hosting		1,152		1,152	1,163
Event costs		1,310		1,310	7,798
Materials & expenses		3,161		3,161	1,830
<i>Support &amp; governance costs</i>					
Computing & Comms		276		276	155
<b>Total resources expended</b>		<b>17,336</b>	<b>38,886</b>	<b>56,221</b>	24,708
<b>Funds carried forward</b>		<b>2,108</b>	<b>(3,419)</b>	<b>(1,310)</b>	10,639
Fund balances b/f		6,701	6,000	12,701	2,062
Transfers between funds					
Fund balances c/f		8,809	2,581	11,390	12,701

**The Transformational Enterprise Network  
Balance Sheet as at 31 December 2025**

	Note	Unrestricted funds £	Restricted funds £	Total Funds 2025 £	Total Funds 2024 £
<b>Fixed assets</b>					<b>0</b>
<b>Current Assets</b>					
Bank account	<b>2</b>	5,250	2,581	7,831	12,701
Prepayment	<b>3</b>	3,559		3,559	0
Accruals				0	0
<b>Net current assets</b>		<b>8,809</b>	<b>2,581</b>	<b>11,390</b>	<b>12,701</b>
<b>Total assets</b>					<b>12,701</b>
<i>Represented by:</i>					
Restricted funds				2,581	6,000
Unrestricted funds				8,809	6,701
				<b>11,390</b>	12,701

**Notes to the accounts**

**1. Accounting policies**

**(a) Basis of preparation**

The financial statements are prepared under the historic cost convention in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (SORP 2015) and applicable UK Accounting Standards (FRS102) and the Charities Act 2011. The CIO was entitled to exemption from audit under section 144 of the Charities Act. The charity constitutes a public benefit entity as defined by FRS 102.

**(b) Funds**

Unrestricted funds are funds which are available for use at the discretion of the trustees in furtherance of the objectives of the charity. Restricted funds are funds to be used in accordance with the specific instructions of the donor.

**(c) Incoming resources**

All incoming resources are recognised once the charity has entitlement to the resources, it is certain the resources will be received and the monetary value can be measured with sufficient reliability. There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102. The value of unpaid donated services has not been included.

**(d) Resources expended**

Liabilities are recognised as expended as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted on an accruals basis under headings that aggregate all costs in that category. Expenditure includes attributable VAT which cannot be recovered. Grants are payments made to third parties in furtherance of the objectives of the charity. Trustees received no emoluments or expenses.

## 2. Restricted Funds

£2,000 donated for GDF and £581 for TANU, both paid early in 2026.

## 3. Prepayments

Venue for conference 27 Mar 26 less ticket sales; and venue for Trustees strategy day 14/15 Apr 26.

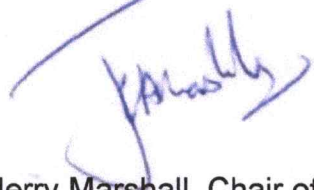
## 4. Gift Aid

Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

## 5. Analysis of grants made 2025 (£)

Country	Purpose	Unrestricted	Restricted	Total
Burundi	Fish farm training	£634		£634
Ethiopia	Training costs and hub support	£2,376		£2,376
India	LFA enterprise training support		£1,015	£1,015
Kenya	GDF Administrator		£6,000	£6,000
	GDF General funds	£225	£30,025	£30,250
Madagascar	Eco-stove / fuel project	£200	£505	£705
Uganda	TANU fish farm and general costs	£1,704	£267	£1,971
	NATTC well	£2,998		£2,998
	Enterprise support	£1,370	£849	£2,219
	"Smart Projects"	£1,315	£225	£1,540
<b>TOTAL</b>		<b>£10,822</b>	<b>£38,886</b>	<b>£49,708</b>

Report and Financial Statements approved by Trustees on 24 January 2025 and signed on their behalf by



Jerry Marshall, Chair of Trustees

## Report of the Independent Examiner

The financial statements and accounts of Transformational Enterprise Network for the year ending 31 Dec 2025 have been found to show a true and correct record of all financial transactions and nothing has come to my attention that gives me any cause for concern.

A handwritten signature in black ink, appearing to read 'JJC Freeman', written in a cursive style.

JJC Freeman, Chartered Engineer

Date: 2 MAR 26

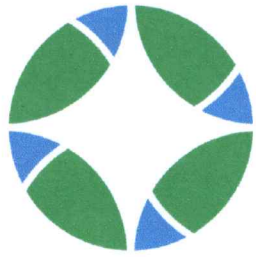
**TRANSFORMATIONAL ENTERPRISE NETWORK**

England & Wales - Charity number 1194973

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# Accounts







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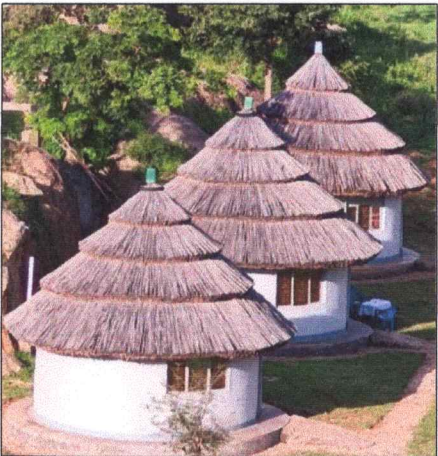


# Transformational Enterprise Network



**FROM  
HANDOUTS  
TO  
HANDSHAKES**  
THE PLACE OF BUSINESS IN ENDING POVERTY

Hosts:   Sponsor:   
  



**Transformational Enterprise Network  
Report and Financial Statements  
Year Ended: 31 December 2024  
Charity No: 1194973**

## Reference and administrative information

### Trustees

J C A Marshall, Chair of Trustees

I T Pounce

N J Houghton

I Banda

G Dandy

### Executive Director

J C A Marshall

### Registered Office

Bankside, Sandy Lane, Weaverham, NORTHWICH, Cheshire, CW8 3PX.

**Charity Number: 1194973**

### Bankers

National Westminster Bank Plc

### Report of the trustees for the year ending 31 December 2024

The trustees present their annual report and financial statements for the period ending 31 December 2024.

### Structure, governance and management

Transformational Enterprise Network (TEN) is a registered charity, number 1194973. It is governed by a CIO "Foundation Model" constitution dated 9 November 2020.

Executive Director Jerry Marshall works on a pro bono basis. He is an entrepreneur who has founded a range of businesses and social enterprises, has been especially engaged in business solutions to poverty, and developed the "*Mind Your Business*" training material available free from TEN.

New trustees are appointed by existing trustees and serve for three years after which they may put themselves forward for re-appointment. The constitution provides for the minimum of 3 trustees to a maximum of 12 trustees.

Trustees give their time freely and no trustee remuneration was paid in the last year.

Our Patron, [Lord Michael Hastings](#), was appointed in 2021.

The Board has agreed financial authorities and a grant making policy.

Risk management reviews are considered by the trustees annually.

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Cover Photos: London Conference *From Handouts to Handshakes*; business start-up training in Uganda; guest houses supporting NATTC; sea trials and members' retreat on *Island Reach* before it was delivered to Madagascar to provide medical and dental services.

## Objectives and activities for the public benefit

The objects of the CIO are:

“The prevention or relief of poverty, for the public benefit, anywhere in the world, by the provision of training and support on the creation or development of businesses and other enterprises to individuals or organisations and charities working to prevent or relieve poverty, as a practical expression of the Christian faith.”

Our prime purpose is to develop enterprise-based solutions to poverty, an approach that is: sustainable (not long term dependent on donations); builds dignity and self-esteem; and avoids creating a dependency culture.

This is achieved by growing a community of members who share a common Christian faith, have a desire to alleviate poverty, are willing to volunteer their business skills and experience for TEN on a pro bono basis, and are accountable to each other through small groups.

There are two types of project that we support for the public benefit:

1. Those identified by TEN where we invite members to engage as mentors, advisors, trainers, donors, etc. and where we may provide grants to facilitate financially self-sustaining initiatives.
2. Enterprise-based poverty alleviation projects set up by members, where TEN helps provide accountability, prayer support and specialist advice from other members.

A particular asset is the “International” edition of TEN’s *Mind Your Own Business* (MYOB) business start-up workbook and templates, which is freely in several languages on our website.

The trustees confirm that they have referred to the Charity Commission’s general guidance on public benefit when reviewing and planning our activities outlined below and in setting our grant making policy.

## Activities in 2024

We have 290 subscribers including 80 individual and organisational members or regular donors. Members benefit from a website [www.tencommunity.net](http://www.tencommunity.net) including directories; monthly eNews and Zoom gatherings; a members’ forum; and a support and accountability group.

Highlights of 2024 include the following.

- We delivered a very well received day conference in London in June on behalf of an informal alliance of five organisations in a similar field. The aim was to inspire delegates to use their skills and resources to develop business solutions to poverty. Comments included: “A triumph”... “One of the best conferences I have ever been to”
- We supported members through a monthly online gathering; a small support and accountability group; and a short “retreat” on a small YWAM ship “Island Reach”. This also formed part of their sea trials prior to deployment on Madagascar to provide medical and dental services.
- Director Jerry Marshall delivered micro business start-up training to 200 people and potential trainers across Uganda. Trainees from these sessions have subsequently trained approximately 2,000 further Ugandans.

- We successfully sought funding from two UK grant making trusts to enable our Kenyan partner Grace Development Foundation (GDF) employ an urgently needed administrator. GDF have helped create over 255,000 small businesses and 2,600 savings and loans groups with 4,200 volunteers.
- We helped our partners Nyero Alternative Technology Training Centre (NATTC) near Kumi, Uganda to complete three guesthouses near the ancient Nyero rock paintings and listed the facilities on Booking.com. This resulted in a stream of bookings and a 9.3 “superb” rating, generating income and enabling hospitality training at NATTC. Already work has started on building two more guesthouses without additional TEN funding.

### **Plans for the Future**

We continue to work on the priorities agreed in 2022, which are to build long term sustainability; increase impact; and grow community.

As well as regular online events, we are developing a video version of the *Mind Your Own Business* course and we are planning a retreat and possibly a further conference.

**The Transformational Enterprise Network  
Statement of Financial Activities  
For the year ending 31 December 2024**

	Note	Unrestricted funds £	Restricted funds £	Total Funds 2024 £	Total Funds 2023 £
<b>Incoming resources</b>	1c				
Membership donations		8,298		8,298	5,790
Other donations		950	18,380	19,330	9,630
Gift Aid	2	1,626		1,626	1,037
Event Income		6,093		6,093	2,991
<b>Total incoming resources</b>		<b>16,967</b>	<b>18,380</b>	<b>35,347</b>	19,448
<b>Resources expended</b>	1d				
<i>Costs of raising funds</i>					
Donation payment fees		338		338	222
Marketing and fundraising		(800) <sup>1</sup>		(800)	(3,700) <sup>1</sup>
<i>Direct costs</i>					
Grants	3	1,844	12,380	14,224	21,268
Web hosting		1,163		1,163	1,080
Event costs		7,798		7,798	2,991
Materials & expenses		1,830		1,830	1,951
<i>Support &amp; governance costs</i>					
Computing & Comms		155		155	144
<b>Total resources expended</b>		<b>12,328</b>	<b>12,380</b>	<b>24,708</b>	23,956
<b>Funds carried forward</b>		<b>4,639</b>	<b>6,000</b>	<b>10,639</b>	(4,508)
Fund balances b/f		2,062	0	2,062	6,570
Transfers between funds					
Fund balances c/f		6,701	6,000	12,701	2,062

<sup>1</sup> Refund of NPG fund raising fees

**The Transformational Enterprise Network  
Balance Sheet as at 31 December 2024**

	Note	Unrestricted funds £	Restricted funds £	Total Funds 2024 £	Total Funds 2023 £
<b>Fixed assets</b>		0	0	0	0
<b>Current Assets</b>					
Bank account		6,701	6,000	12,701	757
Prepayment		0	0	0	1,305
Accruals		0	0	0	0
<b>Net current assets</b>		<b>6,701</b>	<b>6,000</b>	<b>12,701</b>	<b>2,062</b>
<b>Total assets</b>		<b>6,701</b>	<b>6,000</b>	<b>12,701</b>	<b>2,062</b>
<i>Represented by:</i>					
Restricted funds & provisions				6,000	0
Unrestricted funds				6,701	2,062
				12,701	2,062

**Notes to the accounts**

**1. Accounting policies**

**(a) Basis of preparation**

The financial statements are prepared under the historic cost convention in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (SORP 2015) and applicable UK Accounting Standards (FRS102) and the Charities Act 2011. The CIO was entitled to exemption from audit under section 144 of the Charities Act. The charity constitutes a public benefit entity as defined by FRS 102.

**(b) Funds**

Unrestricted funds are funds which are available for use at the discretion of the trustees in furtherance of the objectives of the charity. Restricted funds are funds to be used in accordance with the specific instructions of the donor.

**(c) Incoming resources**

All incoming resources are recognised once the charity has entitlement to the resources, it is certain the resources will be received and the monetary value can be measured with sufficient reliability. There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102. The value of unpaid donated services has not been included.

**(d) Resources expended**

Liabilities are recognised as expended as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted on an accruals basis under headings that aggregate all costs in that category. Expenditure includes attributable VAT which cannot be recovered. Grants are payments made to third parties in furtherance of the objectives of the charity. Trustees received no emoluments or expenses.

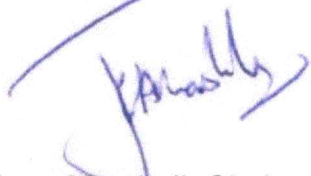
## 2. Gift Aid

Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

## 3. Analysis of grants made 2024 (£)

Country	Purpose	Unrestricted	Restricted	Total
Burundi	Printing workbook in Kirundi		£450	£450
Kenya	GDF Administrator		£6,000	£6,000
	GDF General funds		£2,965	£2,965
Madagascar	Eco-stove / fuel project	£234		£234
Uganda	TANU Well	£295	£1,750	£2,045
	NATTC sofa bed for guest house	£75		£75
	Training events books and pens	£144		£144
	Training events catering costs	£506		£506
UK	Dorcas Dress Project	£200		£200
	Island Reach	£240	£1,215	£1,455
	Jubilee +	£50		£50
	Stronger Network	£100		£100
<b>TOTAL</b>		<b>£1,844</b>	<b>£12,380</b>	<b>£14,244</b>

Report and Financial Statements approved by Trustees on 24 January 2025 and signed on their behalf by



Jerry Marshall, Chair of Trustees

## Report of the Independent Examiner

The financial statements and accounts of Transformational Enterprise Network for the year ending 31 Dec 2024 have been found to show a true and correct record of all financial transactions and nothing has come to my attention that gives me any cause for concern.

A handwritten signature in black ink, appearing to read 'JJC Freeman', with a long horizontal flourish extending to the right.

JJC Freeman, Chartered Engineer, 6 February 2025

**TRANSFORMATIONAL ENTERPRISE NETWORK**

England & Wales - Charity number 1194973

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# Accounts

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# Transformational Enterprise Network



**Transformational Enterprise Network**  
**Report and Financial Statements**  
**Year Ended: 31 December 2023**  
**Charity No: 1194973**

## Reference and administrative information

### Trustees

J C A Marshall, Chair of Trustees

I T Pounce

K P Pearson

N J Houghton

I Banda

### Executive Director

J C A Marshall

### Registered Office

Bankside, Sandy Lane, Weaverham, NORTHWICH, Cheshire, CW8 3PX.

**Charity Number: 1194973**

### Bankers

National Westminster Bank Plc

### Report of the trustees for the year ending 31 December 2022

The trustees present their annual report and financial statements for the period ending 31 December 2023.

### Structure, governance and management

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Executive Director Jerry Marshall works on a pro bono basis. He is an entrepreneur who has founded a range of businesses and social enterprises, has been especially engaged in business solutions to poverty, and developed the “*Mind Your Business*” training material available free from TEN.

New trustees are appointed by existing trustees and serve for three years after which they may put themselves forward for re-appointment. The constitution provides for the minimum of 3 trustees to a maximum of 12 trustees.

The Board has agreed financial authorities and a grant making policy.

Trustees give their time freely and no trustee remuneration was paid in the last year.

Our Patron, [Lord Michael Hastings](#), was appointed in 2021.

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*Cover Photos (clockwise from top left):* training church leaders in Burundi in business start-up; Batwa woman in Burundi who started a business after training using the TEN material, with TEN Partner Ezechiel Hatungimana (U-Invest); TEN Partner Joel Odongo (TANU) at the fish farm in Uganda; Quinta Okello, a widow in Kenya who can now feed at educated her children after starting a shop, one of over 250,000 people who started a business after training from TEN Partner GDF; John Gore (LHS) with some of the hundred fish ponds created in his community in Kenya with GDF help; Joel's new fish farm.

## **Risk Management**

Risk management reviews are considered by the trustees annually. However, with no ongoing direct field operations, no paid staff, and a regular income with no commitments or significant outgoings, we consider our risk exposure to be limited.

## **Objectives and activities for the public benefit**

The objects of the CIO are:

“The prevention or relief of poverty, for the public benefit, anywhere in the world, by the provision of training and support on the creation or development of businesses and other enterprises to individuals or organisations and charities working to prevent or relieve poverty, as a practical expression of the Christian faith.”

Our prime purpose is to develop enterprise-based solutions to poverty, an approach that is: sustainable (not long term dependent on donations); builds dignity and self-esteem; and avoids creating a dependency culture.

This is achieved by growing a community of members who share a common Christian faith, have a desire to alleviate poverty, are willing to volunteer their business skills and experience for TEN on a pro bono basis, and are accountable to each other through small groups.

There are two types of project that we support for the public benefit:

1. Those identified by TEN where we invite members to engage as mentors, advisors, trainers, donors, etc. and where we may provide grants to facilitate financially self-sustaining initiatives.
2. Enterprise-based poverty alleviation projects set up by members, where TEN helps provide accountability, prayer support and specialist advice from other members.

A particular asset is the “International” edition of TEN’s *Mind Your Own Business* (MYOB) business start-up workbook and templates, which is freely in several languages on our website.

The trustees confirm that they have referred to the Charity Commission’s general guidance on public benefit when reviewing and planning our activities outlined below and in setting our grant making policy.

## **Activities in 2023**

We have 300 subscribers including 70 individual and organisational members. Members benefit from a website [www.tencommunity.net](http://www.tencommunity.net) including directories; monthly eNews and Zoom gatherings; a members’ forum; and a support and accountability group.

Highlights of 2023 include the following.

- Developing a partnership with Grace Development Foundation, a Kenyan NGO that have helped create over 255,000 small businesses and 2,600 savings and loans groups with 3,500 volunteers and 700 trainee volunteers. TEN helped by delivering next stage training for senior volunteers, reviewing business plans and finding funding for t-shirts for volunteers.

- Developing a partnership with U-Invest in Burundi; Jerry Marshall spoke at their annual “*Come and Meet Your Business Partner*” event for investors and aspiring entrepreneurs; trained 25 local trainers for the MYOB programme; trained 20 local business advisors; and trained 82 church leaders in the theology of business and business start-up.
- We helped our partners Transformational Advocacy Network Uganda (TANU) in Uganda to develop a fish farm. The first fingerlings were approximately half grown by the year end. The project will enable TANU vocational training to be self sufficient and will be a model for replication by others.
- We helped our partners Nyero Alternative Technology Training Centre (NATTC) near Kumi, Uganda to develop three guesthouses near the ancient Nyero rock paintings. This will generate income and enable hospitality training at NATTC and be a model for replication.
- The International Edition of the *Mind Your Own Business* material, which is written with Africa and the developing world in mind, is now available on our website in French and Kirundi as well as English.
- TEN members provided advice / networking for a variety of other projects.
- We developed an informal alliance with four other organisations in a similar field and agreed to run a day conference together in London in 2024.

### **Plans for the Future**

We continue to work on the priorities agreed in 2022, which are to build long term sustainability; Increase impact; and grow community.

A key element in this will co-hosting a conference in central London on 14 June 2024, “*From Handouts to Handshakes*”. Our aim is “To inspire Christians with a business background (entrepreneurs, investors, advisors) to use their skills and resources to alleviate poverty.” By working together, we also aim to increase mutual understanding and deepen relationships with each other with a view to increasing effectiveness through sharing resources and networks.

**The Transformational Enterprise Network  
Statement of Financial Activities  
For the year ending 31 December 2023**

	Note	Unrestricted funds £	Restricted funds £	Total Funds 2023 £	Total Funds 2022 £
<b>Incoming resources</b>	1c				
Membership donations		5,790		5,790	5,912
Other donations		1,730	7,900	9,630	14,671
Gift Aid	2	737	300	1,037	2,984
Event Income		2,991		2,991	2,550
<b>Total incoming resources</b>		<b>11,248</b>	<b>8,200</b>	<b>19,448</b>	26,117
<b>Resources expended</b>	1d				
<i>Costs of raising funds</i>					
Donation payment fees		222		222	232
Marketing and fundraising		(3,700)		(3,700) <sup>1</sup>	4,698
<i>Direct costs</i>					
Grants	3	6,086	15,182	21,268	11,927
Web hosting		1,080		1,080	899
Event costs		2,991		2,991	3,192
Materials & expenses		1,951		1,951	168
<i>Support &amp; governance costs</i>					
Computing & Comms		144		144	351
<b>Total resources expended</b>		<b>8,774</b>	<b>15,182</b>	<b>23,956</b>	21,465
<b>Funds carried forward</b>		<b>2,474</b>	<b>(6,982)</b>	<b>(4,508)</b>	4,651
Fund balances b/f		2,431	4,140	6,570	
Transfers between funds		(2,842)	2,842		
Fund balances c/f		2,062	0	2,062	

<sup>1</sup> Refund of NPG fund raising fees

**The Transformational Enterprise Network  
Balance Sheet as at 31 December 2023**

	<b>Note</b>	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Total Funds 2023 £</b>	<b>Total Funds 2022 £</b>
<b>Fixed assets</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Current Assets</b>					
Bank account		757	0	757	6,414
Prepayment		1,305	0	1,305	0
Accruals		0	0	0	156
<b>Net current assets</b>		<b>2,062</b>	<b>0</b>	<b>2,062</b>	6,570
<b>Total assets</b>		<b>2,062</b>	<b>0</b>	<b>2,062</b>	<b>6,570</b>
<i>Represented by:</i>					
Restricted funds & provisions				0	4,140
Unrestricted funds				2,062	2,431
				2,062	6,570

**Notes to the accounts**

**1. Accounting policies**

**(a) Basis of preparation**

The financial statements are prepared under the historic cost convention in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (SORP 2015) and applicable UK Accounting Standards (FRS102) and the Charities Act 2011. The CIO was entitled to exemption from audit under section 144 of the Charities Act. The charity constitutes a public benefit entity as defined by FRS 102.

**(b) Funds**

Unrestricted funds are funds which as available for use at the discretion of the trustees in furtherance of the objectives of the charity. Restricted funds are funds to be used in accordance with the specific instructions of the donor.

**(c) Incoming resources**

All incoming resources are recognised once the charity has entitlement to the resources, it is certain the resources will be received and the monetary value can be measured with sufficient reliability. There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102. The value of unpaid donated services has not been included.

**(d) Resources expended**

Liabilities are recognised as expended as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted on an accruals basis under headings that aggregate all costs in that category. Expenditure includes attributable VAT which cannot be recovered. Grants are payments made to third parties in furtherance of the objectives of the charity. Trustees received no emoluments or expenses.

## 2. Gift Aid

Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

## 3. Analysis of grants made 2023 (£)

Country	Purpose	Unrestricted	Restricted	Total
<b>Burundi</b>	Translating workbook into French	192		192
	Church leaders training catering	414		414
<b>Indonesia</b>	Business start-up grant		1,000	1,000
<b>Kenya</b>	GDF volunteer t-shirts		2,000	2,000
<b>Uganda</b>	Menea travel to TANU Fish farm		128	128
	NATCC bore hole	4,036		4,036
	NATCC bursaries		166	166
	NATCC guest house project		2,069	2,069
	TANU bursary student registration	225		225
	TANU bursaries		570	570
	TANU business grants		1,203	1,203
	TANU computers		1,500	1,500
	TANU fish farm development		5,501	5,501
	TANU women's hostel		644	644
	TANU lightning strike repairs	820	100	920
	TANU government registration fee		300	300
	<b>UK</b>	Dorcas dress sponsorship	350	
Stronger conference sponsorship		50		50
<b>TOTAL</b>		<b>6,086</b>	<b>15,182</b>	<b>21,268</b>

Report and Financial Statements approved by Trustees on 31 January 2024 and signed on their behalf by



Jerry Marshall, Chair of Trustees

**TRANSFORMATIONAL ENTERPRISE NETWORK**

England & Wales - Charity number 1194973

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# Accounts

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# Transformational Enterprise Network

**Transformational Enterprise Network**

**Report and Financial Statements**

**Year Ended: 31 December 2022**

**Charity No: 1194973**

## Reference and administrative information

### Trustees

J Marshall, Chair of Trustees

D J MacAlister, Secretary

I Pounce (appointed 2021)

K Pearson (appointed 2021)

I Banda (appointed 2022)

### Executive Director

J. Marshall (pro bono)

### Registered Office

Bankside, Sandy Lane, Weaverham, NORTHWICH, Cheshire, CW8 3PX.

**Charity Number: 1194973**

### Bankers

National Westminster Bank Plc

### Report of the trustees for the year ending 31 December 2022

The trustees present their annual report and financial statements for the period ending 31 December 2022. The charity was established in November 2020 and was registered as a Charitable Incorporated Organisation (CIO) on 28 June 2021.

### Structure, governance and management

Transformational Enterprise Network (TEN) is a registered charity, number 1194973. It is governed by a CIO "Foundation Model" constitution dated 9 November 2020.

Executive Director Jerry Marshall works on a pro bono basis. He is an entrepreneur who has founded or co-founded a wide range of businesses and social enterprises, including Transcend, an impact business in Bethlehem, aiming to provide jobs and skills and model integrity and gender equality; and CITEE, which helped long term unemployed people in Coventry build self-esteem and find work. A Cambridge economics graduate and marketing professional, he was CEO of the Arthur Rank Centre 2012-2018, where he developed a business start-up programme which became a Cinnamon Recognised project.

New trustees are appointed by existing trustees and serve for three years after which they may put themselves forward for re-appointment. The constitution provides for the minimum of 3 trustees to a maximum of 12 trustees.

The Board has agreed financial authorities and a grant making policy.

Trustees give their time freely and no trustee remuneration was paid in the last year.

Our Patron, [Lord Michael Hastings](#), was appointed in 2021.

## **Risk Management**

Risk management reviews are considered by the trustees annually. However, with no direct field operations, no paid staff, and a regular income with no commitments and low regular outgoings, we consider our risk exposure to be limited.

## **Objectives and activities for the public benefit**

The objects of the CIO are:

“The prevention or relief of poverty, for the public benefit, anywhere in the world, by the provision of training and support on the creation or development of businesses and other enterprises to individuals or organisations and charities working to prevent or relieve poverty, as a practical expression of the Christian faith.”

Our prime purpose is to develop enterprise-based solutions to poverty, an approach that is: sustainable (not long term dependent on donations); builds dignity and self-esteem; and avoids creating a dependency culture.

This is achieved by growing a community of members who share a common Christian faith, have a desire to alleviate poverty, are willing to volunteer their business skills and experience for TEN on a pro bono basis, and are accountable to each other through small groups.

There are two types of project that we support for the public benefit:

1. Those identified by TEN where we invite members to engage as mentors, advisors, trainers, donors, etc. and where we may provide grants to facilitate financially self-sustaining initiatives.
2. Enterprise-based poverty alleviation projects set up by members, where TEN helps provide accountability, prayer support and specialist advice from other members.

A particular asset is TEN's *Mind Your Own Business* (MYOB) business start-up workbook and templates, which is freely available online to the public and charities.

The trustees confirm that they have referred to the Charity Commission's general guidance on public benefit when reviewing and planning our activities outlined below and in setting our grant making policy.

## **Activities in 2022**

TEN has had a remarkable first year. We have 205 subscribers including 36 individual and organisational members and others donating by direct debit to TEN.

Members benefit from a website [www.tencommunity.net](http://www.tencommunity.net) including directories; monthly eNews and Zoom gatherings; an accountability group; LinkedIn page and a 24-hour retreat with 20 members at Launde Abbey (costs covered by participants).

Field activities included the following.

- Delivering a business start up to two groups totalling 50 people near Soroti, Uganda, for aspiring entrepreneurs and potential trainers; and reviewing businesses started as a result of a similar course in 2021. The course was also run by a TEN member in South Africa.
- In the light of the experience above, developing an “Africa Edition” of the *Mind Your Own Business* material, making this freely available on our website.

- Supporting a non-profit vocational training organisation, Transformational Advocacy Network Uganda (TANU) in Uganda, through mentoring and grants to pay for a knitting machine; solar power, batteries and computers; a women's hostel to enable female students from further afield to attend; transport costs for new tools; and seven student bursaries. We also enabled them to become a Dorcas Dress Project Hub.
- Supporting a second non-profit vocational training organisation in Uganda, Nyero Alternative Technology Training Centre (NATTC), providing mentoring and a grant towards developing "African Experience" guesthouses near the ancient Nyero rock paintings.
- Supporting the development of a demonstration fish farm development to be used for training and potentially develop a fish farming franchise across East Africa.
- Provided advice / networking for a number of projects including an agricultural project in Malawi; refugee-based businesses in Coventry and Liverpool; and a proposed new community in Georgia to be supported through enterprise.

## **Plans for the Future**

We aim to be a serious, professional organisation able to "punch above our weight", respond quickly to opportunities and offer a loving community for members.

Our priorities are as follows.

### *1 Build long term sustainability*

For TEN to outlive the current team, we need to be in a position to hire an administrator and cover expenses. We aim to increase income to around £100k, with at least a third from membership and other regular donations. This will require around 200 paying members or regular donors (and a further 200 subscribers). We expect the balance of funding would come from grant making trusts, events, sponsorship and legacies.

### *2 Increase impact*

- Continue to develop partnerships with charities engaged in similar areas to share resources and maximise impact.
- Continue to develop new versions of "Mind Your Own Business" for different markets.
- Increase our encouragement and support for members with their own poverty-alleviation enterprise projects and their involvement in TEN-led projects.
- Measure and record impact as activities develop.

### *3 Grow community*

- Create further Zoom small accountability groups.
- If and when appropriate, create new interest-based small groups.
- Continue to hold annual retreats.

We believe there is a sense of God's presence and blessing and wish to thank everyone who has been part of this journey together.

**The Transformational Enterprise Network  
Statement of Financial Activities  
For the year ending 31 December 2022**

	Note	Unrestricted funds £	Restricted funds £	Total Funds 2022 £	Total Funds 2021 £
<b>Incoming resources</b>	1c				
Membership donations		5,912		5,912	4,996
Other donations		130	14,541	14,671	6,850
Gift Aid	2	734	2,250	2,984	1,019
Event Income		2,550		2,550	2,275
<b>Total incoming resources</b>		<b>9,326</b>	<b>16,791</b>	<b>26,117</b>	15,140
<b>Resources expended</b>	1d				
<i>Costs of raising funds</i>					
Donation payment fees		232		232	233
Marketing and fundraising		198	4,500	4,698	394
<i>Direct costs</i>					
Grants	3	3,672	8,255	11,927	9,093
Web hosting		899		899	921
Event costs		3,192		3,192	2,419
Materials & expenses		168		168	0
<i>Support &amp; governance costs</i>					
Computing & Comms		351		351	161
<b>Total resources expended</b>		<b>8,710</b>	<b>12,755</b>	<b>21,465</b>	13,221
<b>Funds carried forward</b>		<b>616</b>	<b>4,036</b>	<b>4,651</b>	1,919
Transfers between funds		0	0		
Fund balances b/f		1,815	104	1,919	
Fund balances c/f		2,431	4,140	6,570	

**The Transformational Enterprise Network  
Balance Sheet as at 31 December 2022**

	Note	Unrestricted funds £	Restricted funds £	Total Funds 2022 £	Total Funds 2021 £
<b>Fixed assets</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Current Assets</b>					
Bank account		2,275	4,140	6,414	284
Prepayment		0	0	0	800
Accruals		156		156	835
<b>Net current assets</b>		<b>2,431</b>	<b>4,140</b>	<b>6,570</b>	<b>1,019</b>
<b>Total assets</b>		<b>2,431</b>	<b>4,140</b>	<b>6,570</b>	<b>1,919</b>
<i>Represented by:</i>					
Restricted funds & provisions				4,140	854
Unrestricted funds				2,431	1,065
				6,570	1,919

**Notes to the accounts**

**1. Accounting policies**

**(a) Basis of preparation**

The financial statements are prepared under the historic cost convention in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (SORP 2015) and applicable UK Accounting Standards (FRS102) and the Charities Act 2011. The CIO was entitled to exemption from audit under section 144 of the Charities Act. The charity constitutes a public benefit entity as defined by FRS 102.

**(b) Funds**

Unrestricted funds are funds which are available for use at the discretion of the trustees in furtherance of the objectives of the charity. Restricted funds are funds to be used in accordance with the specific instructions of the donor.

**(c) Incoming resources**

All incoming resources are recognised once the charity has entitlement to the resources, it is certain the resources will be received and the monetary value can be measured with sufficient reliability. There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102. The value of unpaid donated services has not been included.

**(d) Resources expended**

Liabilities are recognised as expended as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted on an accruals basis under headings that aggregate all costs in that category. Expenditure includes attributable VAT which cannot be recovered. Grants are payments made to third parties in furtherance of the objectives of the charity. Trustees received no emoluments or expenses.

## 2. Gift Aid

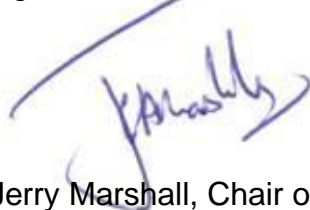
Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

## 3. Analysis of grants made 2022

Partner	Purpose	Unrestricted	Restricted	Total
<b>Tanu</b>				
	Bursaries	372		372
	Transport for tools from TWAM	300	54	354
	Computers, solar panels, inverter	3,000	461	3,461
	Knitting machine		353	353
	Building a women's hostel		4,400	4,400
<b>Nyero</b>				
	Guest house development		1,108	1,108
	Misc. expenses		50	50
<b>MacFarlane</b>				
	Building demonstration fish farm		400	400
<b>Kadinya School/Church</b>				
	Building roof		1,429	1,429
		<b>3,672</b>	<b>8,255</b>	<b>11,927</b>

Financial statements were examined and found correct by Independent Examiner John Freeman, 13 January 2023.

Report and Financial Statements approved by Trustees on 25 January 2023 and signed on their behalf by



Jerry Marshall, Chair of Trustees

**TRANSFORMATIONAL ENTERPRISE NETWORK**

England & Wales - Charity number 1194973

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# Accounts

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# Transformational Enterprise Network

**Transformational Enterprise Network**  
**Report and Financial Statements**  
**Year Ended: 31 December 2021**  
**Charity No: 1194973**

## **Reference and administrative information**

### **Trustees**

J Marshall, Chair of Trustees

D J MacAlister, Secretary

S Romney, Treasurer

I Pounce (appointed October 2021)

K Pearson (appointed October 2021)

### **Executive Director**

J. Marshall acts as Executive Director on a pro bono basis

### **Registered Office**

Bankside, Sandy Lane, Weaverham, NORTHWICH, Cheshire, CW8 3PX.

**Charity Number: 1194973**

### **Bankers**

National Westminster Bank Plc

### **Report of the trustees for the year ending 31 December 2021**

The trustees present their first annual report and financial statements for the period ending 31 December 2021. The charity was established in November 2020 and was registered as a Charitable Incorporated Organisation (CIO) on 28 June 2021.

### **Structure, governance and management**

Transformational Enterprise Network (TEN) is a registered charity, number 1194973. It is governed by a CIO “Foundation Model” constitution dated 9 November 2020.

Although new, TEN is adapted from the Transformational Business Network (TBN) model. TBN was founded 20 years ago and now runs business start-up programmes in Africa and Asia. However, TBN membership activities were brought to a close in the UK, and the TEN founder Jerry Marshall, who led TBN 2008-2012, was encouraged to set up a new organisation with TBN’s blessing. TEN was launched following research among former TBN members conducted in July 2020.

Executive Director Jerry Marshall works on a pro bono basis. He is an entrepreneur who has founded or co-founded a wide range of businesses and social enterprises, including Transcend, an impact business in Bethlehem, aiming to provide jobs and skills and model integrity and gender equality, currently employing 170 staff; and CITEE, which helped long term unemployed people in Coventry build self-esteem and find work. A Cambridge economics graduate and marketing professional, he was CEO of the Arthur Rank Centre 2012-2018, where he developed a business start-up programme which became a Cinnamon Recognised project.

New trustees are appointed by existing trustees and serve for three years after which they may put themselves forward for re-appointment. The constitution provides for the minimum of 3 trustees to a maximum of 12 trustees.

The Board has agreed financial authorities and a grant making policy.

Trustees give their time freely and no trustee remuneration was paid in the last year.

## **Risk Management**

Risk management reviews are considered by the trustees annually. However, with no direct field operations, no paid staff, and a regular income with no commitments and low regular outgoings, we consider our risk expose to be limited.

## **Objectives and activities for the public benefit**

The objects of the CIO are:

“The prevention or relief of poverty, for the public benefit, anywhere in the world, by the provision of training and support on the creation or development of businesses and other enterprises to individuals or organisations and charities working to prevent or relieve poverty, as a practical expression of the Christian faith.”

Our prime purpose is to develop enterprise-based solutions to poverty, an approach that is: sustainable (not long term dependent on donations); builds dignity and self-esteem; and avoids creating a dependency culture.

This is achieved by growing a community of members who share a common Christian faith, have a desire to alleviate poverty, are willing to volunteer their business skills and experience for TEN on a pro bono basis, and are accountable to each other through small groups.

There are two types of project that we support for the public benefit:

1. Those identified by TEN where we invite members to engage as mentors, advisors, trainers, donors, etc. (see below for examples).
2. Enterprise-based poverty alleviation projects set up by members, where TEN helps provide accountability, prayer support and specialist advice from other members.

A particular asset is TEN's "[Mind Your Own Business](#)" (MYOB) business start-up workbook and templates, which is freely available online to the public and charities.

The trustees confirm that they have referred to the Charity Commission's general guidance on public benefit when reviewing and planning our activities outlined below and in setting our grant making policy.

## **First Year Achievements**

TEN has had a remarkable first year. We have 205 subscribers including 36 individual and organisational members donating to TEN.

Members benefit from a website [www.tencommunity.net](http://www.tencommunity.net) including directories; monthly eNews and Zoom gatherings; an accountability group; LinkedIn page and a 24-hour retreat with 20 members at Launde Abbey, described as a "Friendly, open, honest meeting of like-minded people in a lovely environment". Costs were covered by participants.

As well as registering as a CIO and setting up a Board, we appointed a Patron, [Lord Michael Hastings](#).

Field activities included:

- Running MYOB courses on Zoom, for potential entrepreneurs and for potential trainers. The course was also run by a TEN member in South Africa and was positively received; and a variant used in Uganda.
- Supporting two different non-profit vocational training organisations, TANU and Nyero, in Teso Province, the poorest part of Uganda. We provided:
  - Grants for solar power, computers, router, security fencing, and shipping cost of tools from the charity “Tools with a Mission”
  - Volunteer mentors for the founder directors
  - A 5-day business startup training for students
  - £2k in grants to enable these organisations to give interest free one-year start-up loans for five businesses
  - Costs for the building of a skills centre and latrines.
- Supporting a pilot co-operative cash crop opportunity in Malawit.
- Assisting members on impact investment (no recommendations).

## **Plans for the Future**

We are a niche player in poverty alleviation so our expectation is not to be a large organisation with many staff. But we do want to be a serious, professional organisation able to “punch above our weight”, respond quickly to opportunities and offer a loving community for members.

Over the next three years these are the priorities agreed by trustees. We are seeking funding from grant making trusts to cover some of the costs.

### *1 Build long term sustainability*

For TEN to outlive the current team, we need to be in a position to hire at least a part time administrator, and pay expenses, fundraising costs and for an independent examiner. We aim to increase income to around £100k, with at least a third from membership and other regular donations. This will require around 200 paying members (and a further 200 subscribers). We expect the balance of funding would come from grant making trusts, events, sponsorship and legacies.

### *2 Increase impact*

- Create new versions of “Mind Your Own Business” for different markets including an App version.
- Increase our encouragement and support for members with their own poverty-alleviation enterprise projects and their involvement in TEN-led projects.
- Seek additional funding for business start-up loans.
- Decide how to measure and record impact.

### *3 Grow community*

- Create further Zoom small accountability groups.
- If and when appropriate, create new interest-based small groups.
- Hold annual retreats.

The trustees believe there is a sense of God's presence and blessing and wish to thank everyone who has been part of this journey together.

**The Transformational Enterprise Network  
Statement of Financial Activities  
For the year ending 31 December 2021**

	Note	Unrestricted funds £	Restricted funds £	Total Funds 2021 £
<b>Incoming resources</b>	1c			
Membership donations		4,996		4,996
Other donations		3,100	3,750	6,850
Gift Aid	2	1,019		1,019
Event Income		2,275		2,275
<b>Total incoming resources</b>		<b>11,390</b>	<b>3,750</b>	<b>15,140</b>
<b>Resources expended</b>	1d			
<i>Costs of raising funds</i>				
Donation payment fees		233		233
Marketing and fundraising		394		394
<i>Direct costs</i>				
Grants	3	5,447	3,646	9,093
Web hosting		921		921
Event costs		2,419		2,419
<i>Support and governance costs</i>				
Internet, telephone and post		161		161
<b>Total resources expended</b>		<b>9,571</b>	<b>3,646</b>	<b>13,221</b>
<b>Funds carried forward</b>		<b>1,819</b>	<b>104</b>	<b>1,919</b>
Transfers between funds		0	0	0
Fund balances b/f		0	0	0
Fund balances c/f		1,819	104	1,919

**The Transformational Enterprise Network  
Balance Sheet as at 31 December 2021**

	Note	Unrestricted funds £	Restricted funds £	Total Funds 2021 £
<b>Fixed assets</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Current Assets</b>				
Bank account		230	54	284
Prepayment			800	800
Accruals		835		835
<b>Net current assets</b>		<b>1,065</b>	<b>854</b>	<b>1,919</b>
<b>Total assets</b>		<b>1,819</b>	<b>104</b>	<b>1,919</b>
<i>Represented by:</i>				
Restricted Funds and provisions				854
Unrestricted funds				1,065
				1,919

**Notes to the accounts**

**1. Accounting policies**

**(a) Basis of preparation**

The financial statements are prepared under the historic cost convention in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (SORP 2015) and applicable UK Accounting Standards (FRS102) and the Charities Act 2011. The CIO was entitled to exemption from audit under section 144 of the Charities Act. The charity constitutes a public benefit entity as defined by FRS 102.

**(b) Funds**

Unrestricted funds are funds which are available for use at the discretion of the trustees in furtherance of the objectives of the charity. Restricted funds are funds to be used in accordance with the specific instructions of the donor.

**(c) Incoming resources**

All incoming resources are recognised once the charity has entitlement to the resources, it is certain the resources will be received and the monetary value can be measured with sufficient reliability. There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102. The value of unpaid donated services has not been included.

**(d) Resources expended**

Liabilities are recognised as expended as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted on an accruals basis under headings that aggregate all costs in that category. Expenditure includes attributable VAT which cannot be recovered. Grants are payments made to third parties in furtherance of the objectives of the charity. Trustees received no emoluments or expenses.

## 2. Gift Aid

Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

## 3. Analysis of grants made 2021

Partner	Purpose	Unrestricted	Restricted	Total
<b>Tanu</b>				
	Building a skills centre	3804		3804
	Building latrines	33	496	529
	Creating a business start-up loan fund		1054	1054
	Shipping cost of vocational tools	448		448
	Misc: wheelchair, bicycle, solar power	435		435
<b>Nyero</b>				0
	Fencing	250	1254	1504
	Loan fund		842	842
	Misc: computer, internet connection	377		377
<b>Stronger Network</b>				
	Donation	100		100
		<b>5447</b>	<b>3646</b>	<b>9093</b>

Report and Financial Statements approved by Trustees on 5 April 2022 and signed on their behalf by



Jerry Marshall, Chair of Trustees