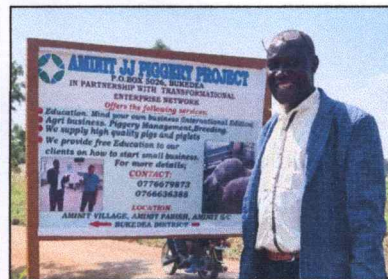


Transformational
Enterprise
Network



**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 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 5th 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 £
Incoming resources	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
Total incoming resources		19,444	35,467	54,911	35,347
Resources expended	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 & governance costs</i>					
Computing & Comms		276		276	155
Total resources expended		17,336	38,886	56,221	24,708
Funds carried forward		2,108	(3,419)	(1,310)	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 £
Fixed assets					0
Current Assets					
Bank account	2	5,250	2,581	7,831	12,701
Prepayment	3	3,559		3,559	0
Accruals				0	0
Net current assets		8,809	2,581	11,390	12,701
Total assets					12,701
<i>Represented by:</i>					
Restricted funds				2,581	6,000
Unrestricted funds				8,809	6,701
				11,390	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
TOTAL		£10,822	£38,886	£49,708

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', with a stylized, flowing script.

JJC Freeman, Chartered Engineer

Date: 2 MAR 26