



Kassi Kunda Foundation

Trustees End-of-Year and Independent Examiner's Report

Period: From 01st April 2024 to 31st March 2025.



Charity Number: **SC050419**

272 Bath Street
Glasgow
G2 4JR



Website: www.kassikundafoundation.org.uk



1. Charity Trustees

Trustee Name	Role	Date Appointed	Status
	rustee, Chairperson	01/09/2021	Active
	rustee, Treasurer	01/04/2023	Active
	rustee, Secretary	01/04/2023	Active
	rustee	01/09/2021	Active
	rustee	01/09/2021	Active
	rustee	01/09/2021	Active

2. Objectives / Purposes

The purpose of the organisation, as enshrined in the SCIO constitution, is to foster sustainable improvements in service users' livelihood and wellbeing and enhancing long-term socio-economic integration. This mission is achieved through the following key objectives:

- ❖ Protection of human rights
- ❖ The prevention or relief of poverty
- ❖ The advancement of education, health, and wellbeing
- ❖ The advancement of citizenship and community development
- ❖ The advancement of the arts, heritage, culture, or science
- ❖ The relief of those in need by reason of age, ill health, disability, financial hardship, or other disadvantages

3. Structure, Governance, and Management

3.1. Constitution

The charity is a Scottish Charitable Incorporated Organisation (SCIO), registered on 31st August 2020. As a single-tier structured organisation, it operates under a clearly defined constitution that outlines its purpose, objectives, and code of practices.

To ensure ethical and inclusive operations, the organisation adheres to *safeguarding policies* and *equality, diversity & inclusion policies*. These frameworks guide all engagements with service users, donors, and stakeholders, upholding the highest standards of integrity and accountability.



3.2. Trustee Recruitment, Appointment, and Functions

The Board of Trustees plays a pivotal role in governing the organisation, ensuring alignment with its mission, objectives and legal obligations. Key responsibilities and functions include:

- ❖ Appointment: Trustees are appointed in accordance with the organisation's constitution.
- ❖ Strategic Leadership: Providing overall strategic direction in line with the charity's purpose and objectives.
- ❖ Governance & Decision-Making: Holding regular meetings to develop policies, design initiatives, and oversee project delivery to fulfil organisational goals.
- ❖ Financial Stewardship: Leading funding applications and fundraising campaigns while ensuring compliance with financial and legal reporting requirements.
- ❖ Accountability: Maintaining transparency with donors and stakeholders, upholding fiduciary duties and regulatory obligations.
- ❖ Performance Measurement & Management: Establishing success measures and key performance indicators to evaluate progress against the charity's mission & objectives.
- ❖ Monitoring & Evaluation: Overseeing project implementation to ensure effectiveness and impact.
- ❖ Stakeholder Engagement: Acting as a liaison between the organisation and its stakeholders.
- ❖ Volunteer & Member Recruitment: Selecting and onboarding skilled volunteers and members whose expertise and dedication enhance service delivery.
- ❖ Policy Compliance: Regularly reviewing and reinforcing safeguarding, equality, diversity, and inclusion policies to promote a safe and inclusive environment.

Through these functions, the Board ensures the organisation remains effective, accountable, and mission-driven.

3.3. Safeguarding, and Equality, Diversity & Inclusion Policies

The organisation maintains robust Safeguarding and Equality, Diversity & Inclusion Policies, which are actively disseminated to all trustees, volunteers, service users, and stakeholders. These policies are regularly reinforced to ensure adherence across all levels of operation.

Central to our mission is the commitment to supporting disadvantaged, marginalised, and vulnerable communities with dignity, respect, and the protection of their fundamental human rights. The organisation recognises its duty to uphold these principles, ensuring fair treatment and safeguarding for all service users.

All stakeholders are made aware of these policies and receive periodic reminders of their obligations to comply with best practices. The codes of conduct, embedded



within these policies, are publicly accessible upon request. To maintain relevance and effectiveness, the policies undergo annual reviews and updates as necessary.

This structured approach underscores our dedication to fostering a safe, inclusive, and rights-based environment for all individuals engaged with the organisation.

4. Financial Performance and Achievements

Since its establishment five years ago, the organisation has achieved consistent year-on-year growth, reflecting its strong operational and financial sustainability. Our geographic reach and community impact have expanded significantly across Greater Glasgow, driven by increasing demand for our services. The growing number of beneficiaries, along with the success stories of past service users, highlights the positive outcomes of our work. This progress has been made possible through the unwavering dedication of our members and volunteers, who remain pivotal to our success.

In the fiscal year ending 31st March 2025, the organisation raised **£33,525** in funding from various donor organisations. Combined with a carried-forward balance of **£3,501** from the previous financial year, the total available funds amounted to **£37,026**. Prudent financial management ensured these resources were strategically allocated to project delivery, operational activities, and essential administrative functions, maintaining the efficiency and impact of our projects. The closing balance as of 31st March 2025 stood at **£2,375**, positioning the organisation for continued growth and sustainability in the coming year.

5. Projects and Activities Delivered

In the current fiscal year, the organisation successfully implemented four key projects, each addressing critical community needs:

- 1) *Targeted Intervention*
- 2) *Alleviate Poverty & Cost-of-Living Crisis*
- 3) *Combat Loneliness & Social Isolation*
- 4) *Capacity Building*

This structured approach ensures that our initiatives remain focused, impactful, and aligned with our mission & objectives to drive sustainable improvements in livelihoods and wellbeing.

Below is an overview of the activities and events delivered under each project.



5.1 Targeted Intervention

This financial year (2024-2025), we piloted a new approach to project delivery, allocating part of our unrestricted budget to design tailored services for a carefully selected group of service users. The goal was to drive long-term sustainable improvements in their livelihoods and wellbeing. The support included targeted interventions such as 1-2-1 coaching, employability training, English language classes, digital literacy courses, counselling, and careers advice.

Seven candidates were chosen based on criteria like potential, vulnerability, destitution, and immigration status. The outcomes have been highly encouraging – feedback and success measures indicate significant progress. Notably, four out of the seven participants secured meaningful employment, successfully integrating into the socio-economic sector. Additionally, they demonstrated marked improvements in English proficiency, digital skills, and overall confidence.

The trial's success has generated strong enthusiasm among trustees, who are now eager to scale this model in the next financial year (2025-2026) to reach more service users. The results underscore the effectiveness of personalised, intensive support in fostering lasting change, and we are committed to expanding this impactful initiative.

5.2 Alleviate Poverty & Cost-of-Living Crisis Project

Developed through direct engagement with service users, this initiative responds to the acute challenges created by the ongoing cost-of-living crisis. Comprehensive needs assessments, including surveys and post-intervention evaluations, revealed that escalating living costs have significantly eroded household living standards, with profound consequences for both physical and mental wellbeing.

Key findings from our community consultations highlight the impossible choices facing vulnerable individuals – particularly young families and single-parent households who regularly confront decisions between essential heating and adequate nutrition. These intersecting pressures compound existing socio-economic disadvantages, creating cycles of deprivation that demand targeted intervention.

The project delivers:

- 🚦 Immediate crisis supports to address basic needs
- 🚦 Longer-term strategies to build financial resilience
- 🚦 Tailored assistance for high-risk groups, including single-parent families
- 🚦 Integrated wellbeing support to mitigate psychological impacts



By combining practical assistance with systemic advocacy, we work to both alleviate immediate hardship and address the root causes of financial vulnerability within our communities.

This initiative comprised two key components designed to address critical needs during the cost-of-living crisis:

a) Tailored Foodbank (Include Food Vouchers):

From April 2024 to March 2025, our 11 foodbank events supported approximately 500 individuals, ensuring access to nutritious food while prioritising dignity and sustainability. To maximise impact, we adopted a person-centred approach, conducting pre-engagement surveys to identify dietary restrictions, allergies, and cultural preferences, then customising food parcels to meet these specific needs. Supermarket food vouchers are provided where it is impractical to provide foodbank.

To accommodate diverse circumstances, we offered flexible distribution methods, including doorstep deliveries for vulnerable households (such as the elderly, disabled, or those shielding) and community collection points at local halls for those able to collect in person. Our inclusive outreach strategy ensured equitable access through GDPR-compliant records of past users, targeted referrals (via social workers, local authorities, etc.), local advertising, and charity partnerships to reach underserved groups.

The feedback underscored the transformative impact of even modest support during the cost-of-living crisis. One beneficiary shared: *“For the past month, I haven’t had to choose between heating my home and feeding my three children.”* This intervention directly aligns with the fund’s objectives of poverty alleviation and supporting marginalised communities (including racially inequity-impacted groups, disabled people, and LGBT+ individuals). The project highlighted how targeted, small-scale support can yield great wellbeing benefits – reinforcing the need for expanded subsistence relief in future.

b) Energy Relief Support:

From April 2024 to March 2025, our Energy Relief Support initiative delivered tiered financial assistance to 50 vulnerable households facing energy poverty, with support allocated according to individual need assessments. We implemented a rigorous screening process, where applicants completed detailed questionnaires evaluating financial circumstances, household vulnerability, and energy needs. Trustees then reviewed each case, prioritising the most at-risk groups, including unemployed single-parent families, disabled individuals, and elderly residents on fixed incomes.

While the programme successfully provided critical relief – preventing utility disconnections and alleviating immediate financial pressure, we faced challenges due to limited funding, which required difficult prioritisation decisions. Valuable feedback highlighted opportunities to refine eligibility



criteria and improve allocation processes for greater fairness and efficiency in future cycles.

Looking ahead, we aim to expand fundraising efforts, develop a more dynamic assessment framework to better identify those in crisis, and strengthen partnerships with local councils and energy providers to enhance referral systems. This initiative not only addressed urgent needs but also underscored the importance of developing sustainable, long-term solutions to combat energy poverty in our community.

5.3 Combat Loneliness and Social Isolation Project

The following activities were delivered under this project, utilising the funding granted as part of our ongoing commitment to supporting the long-term socio-economic integration of disadvantaged and vulnerable service users, while addressing the challenges of prolonged loneliness, social isolation, and deprivation.

- a) **Community Meals Initiative:** Three community meal events were held in a local community hall, attracting approximately 130 attendees in total. These gatherings provided a welcoming space for individuals to socialise, share stories, and enjoy meals together, fostering a stronger sense of community belonging. The initiative proved particularly valuable in reconnecting isolated individuals with their peers in a supportive environment.
- b) **Barbecue in the Park:** We organised three summer barbecue events in June, July, and August 2024 respectively, with a combined attendance of around 180 people. These gatherings offered food, refreshments, and opportunities for meaningful social interaction, contributing to the long-term socio-economic integration of participants while directly combating loneliness and isolation.
- c) **Exercise & Sporting Events:** Two family-focused sporting events took place in Glasgow Green Park during the school holidays, engaging children and adults from disadvantaged backgrounds. Activities included football, athletics, rounders, and volleyball, with an estimated 90 participants across both events. Despite disruptions due to heavy rain at the first session, the initiative successfully promoted physical activity, social bonding, and community cohesion.

These initiatives collectively strengthened social connections and improved mental health and wellbeing among vulnerable groups. Moving forward, we aim to expand participation, enhance weather contingency plans, and further tailor activities to meet the evolving needs of our service users. Feedback from attendees will guide future events to maximise engagement and long-term benefits.



5.4 Capacity Building Project

These training workshops were designed to strengthen English language proficiency and improve digital literacy to develop core employability skills, supporting participants' long-term socio-economic integration. During this fiscal year, we delivered three capacity-building workshops and these included:

- 🌐 English Language and Digital Literacy Training
- 🌐 Employability Skills Development

Led by accredited Community Learning and Development professionals, the sessions combined practical instruction with tailored support. 34 service users participated in these trainings.

Demonstrated Impact:

Participants reported measurable improvements in job readiness, digital competence, and language fluency – key factors in accessing employment and community engagement opportunities. The overwhelmingly positive feedback underscores the training's effectiveness, with many beneficiaries highlighting its transformative role in their professional and social lives.

Future Plans:

Given the demonstrated need and success, we aim to expand these trainings in the coming year, contingent on securing additional funding. This expansion would allow us to reach more individuals while maintaining the high-quality, specialist-led approach that has proven so impactful. The program will continue evolving based on participant input to ensure maximum relevance and effectiveness.

"These classes didn't just teach me English – they gave me the confidence to apply for better jobs and help my children with schoolwork."
— Paraphrased from Workshop Participant Feedback.

6. Project Monitoring & Evaluation

Effective monitoring and evaluation are fundamental to the organisation's commitment to delivering meaningful and sustainable improvements to our service users' wellbeing and livelihoods. We employ a robust framework that integrates continuous feedback mechanisms, including surveys, feedback forms, verbal consultations, written submissions, and end-of-project interviews with participants.

At the start of the fiscal year, we established clear success measures and key performance indicators aligned with our organisational objectives and project goals. These metrics ensure our evaluation tools – whether surveys, interviews, or observational data, effectively assess the impact and quality of our services.



Success Measures for Fiscal Year 2024-2025:

- 1) Strengthened sense of belonging and community integration
- 2) Enhanced mental and emotional wellbeing
- 3) Develop employability competencies (English language & digital literacy)
- 4) Better physical health outcomes
- 5) Expanded social connections and friendships
- 6) Greater awareness of available support services
- 7) Reduction in stress and anxiety levels

By systematically tracking these outcomes, we ensure our programmes remain responsive, evidence-based, and impactful – continually adapting to meet the evolving needs of those we serve. This data-driven approach not only validates our current work but also informs future project design for maximum community benefit.

6.1 Quantitative Results Summary

The aggregated monitoring data demonstrates strong positive outcomes across our key performance indicators. An analysis of participant responses reveals that a significant majority reported achievement of our success measures, with particularly high agreement rates in critical areas of impact.

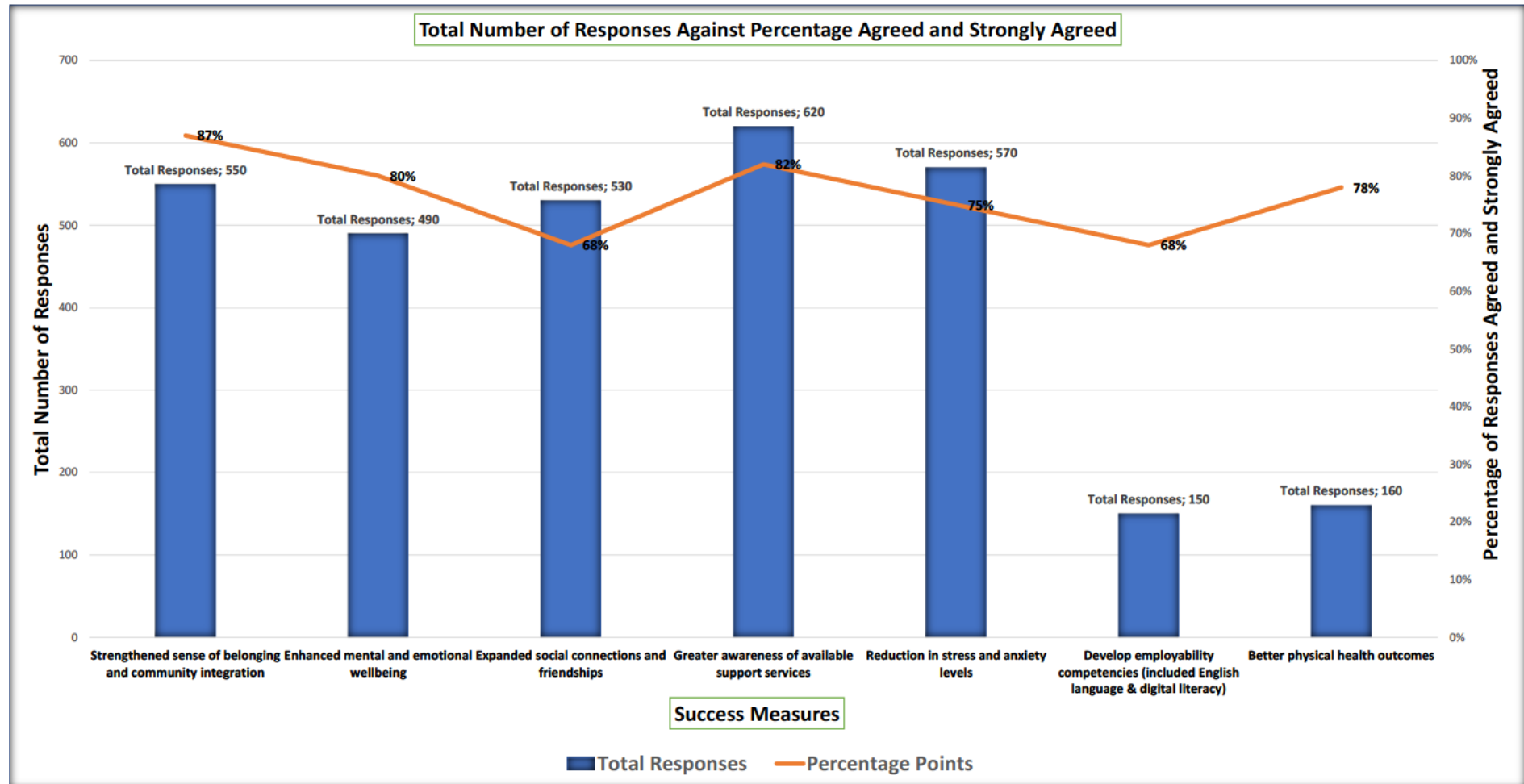
As shown in the table below, between 68-87% of respondents either 'agreed' or 'strongly agreed' that the projects/activities successfully delivered against our predefined success measures. The highest levels of satisfaction were recorded in:

- 📊 Strengthened sense of belonging and community integration – 87%
- 📊 Enhanced mental health and wellbeing – 80%
- 📊 Better physical health outcomes – 78%
- 📊 Greater awareness of available support services – 82%

These quantitative findings validate the effectiveness of our intervention strategies and project delivery methods. The consistently high rates across all measures indicate successful achievement of our dual objectives – addressing immediate needs while fostering long-term socio-economic integration.

This robust evidence base not only confirms the positive impact of current initiatives but also provides actionable insights for further enhancing service delivery in the coming fiscal year.

Quantitative Results Summary





6.2 Qualitative Results Summary (Thematic Analysis).

Our qualitative assessment incorporated multiple feedback channels, including unstructured surveys, written communications, verbal feedback, and in-depth project interviews. Through systematic thematic analysis aligned with our predefined success measures, we identified several consistent patterns in participant experiences.

These qualitative insights complement our quantitative data, providing rich contextual understanding of how our interventions create change. Participant narratives particularly highlighted the projects' role in building both practical competencies and psychological resilience.

The analysis confirms our projects are successfully addressing the multidimensional challenges of social deprivation while identifying opportunities for deeper impact in future iterations.

Table below illustrated common themes:

Qualitative Results: Thematic Analysis Summary

The confidence I gained here went far beyond just language skills - it helped me reconnect with people after years of isolation.

Basic Needs Met: ("For the past month, I haven't had to choose between heating my home and feeding my three children").

Intergenerational Impact: Family-wide benefits from support services.

Social Reconnection: Reduced isolation through community meals ("Made friends I can talk to when stressed").

Employment Breakthroughs: Transformative job outcomes ("I've successfully got a job now").

Language Confidence: "Improved English skills benefiting family and work life ("Can now help my children with schoolwork").

Dignity in Support: Appreciation for culturally sensitive food parcels and voucher options.

Skill Development: Practical competencies gained through workshops.

Community Belonging: Strong sense of inclusion ("First time I feel at home in Scotland").

Digital Empowerment: ("Newfound ability to navigate online systems and job applications").

Mental & Emotional Health Gains: Reports of reduced stress and improved mood ("Exercise boosts my mood").

Cross-Cultural Exchange: Valuing shared experiences at multicultural events.

Crisis Intervention Value: Life-changing impact of emergency relief ("The foodbanks were my lifeline").

Support Services: Better understanding of human rights and available services.

Physical Health Gains: Participate in group organised physical activity ("Physical & emotional benefits from sporting activities").

Trust in Services: Appreciation for thoughtful, personalised support approaches.

6.3 Contextual Analysis of Results

While these outcomes demonstrate the effectiveness of our programs, it is important to acknowledge the broader ecosystem of support that contributes to these positive results. Our service users benefit from a network of complementary services delivered through strategic partnerships across the city.

The achievements reflected in our data must be understood as part of this collaborative framework, where:

- ✓ Cross-referral systems with partner organisations create comprehensive support pathways.
- ✓ Complementary services address intersecting needs beyond our direct provision.
- ✓ Shared knowledge and resources amplify individual project impacts.

This interconnected approach ensures service users receive holistic support, with our interventions forming one component of a larger support infrastructure. The quantitative improvements captured in our monitoring data consequently reflect both our direct impact and the cumulative effect of coordinated service provision across multiple organisations.

We remain committed to strengthening these partnerships to maximise benefits for our shared service users while continuing to refine our own contribution to this collective effort.

7. Financial Review (2024-2025)

The following summarises our financial position for the reporting period, incorporating carry-forward balances from previous year and residual funds to be brought forward:

Financial Overview

Transaction Name	Amount
Opening balance (April 2024)	£3,501.00
Funds raised (in-year)	£33,525.00
Total available fund (in-year)	£37,026.00
Total expenditure (in-year)	£34,651.00
Closing balance (31st March 2025)	£2,375.00

**Key financial notes:**

- ✚ Expenditure remained within budgeted projections across all projects.
- ✚ 88% of total fund was directly allocated & expended to frontline services.
- ✚ Administrative cost was maintained below 13% of total expenditure.

The complete financial statements, including detailed breakdowns by funding stream and expense category, and statement of receipts and payment accounts is below. This financial position enables us to maintain service continuity while planning for future project expansions.



Kassi Kunda Foundation

SC050419

Receipts and payments accounts

For the period from	Period start date			to	Period end date		
	Day	Month	Year		Day	Month	Year
	01	April	2024		31	March	2025

Section A Statement of receipts and payments

	Unrestricted funds to nearest £	Restricted funds to nearest £	Expendable endowment funds to nearest £	Permanent endowment funds to nearest £	Total funds current period to nearest £	Total funds last period to nearest £
A1 Receipts						
Donations	-	-			-	
Legacies	-	-			-	
Grants	25,374	8,151			33,525	34,924
Receipts from fundraising activities	-	-			-	
Gross trading receipts	-	-			-	
Income from investments other than land and buildings	-	-			-	
Rents from land & buildings	-	-			-	
Gross receipts from other charitable activities	-	-			-	
A1 Sub total	25,374	8,151	-	-	33,525	34,924
A2 Receipts from asset & investment sales						
Proceeds from sale of fixed assets					-	
Proceeds from sale of investments					-	
A2 Sub total	-	-	-	-	-	-
Total receipts	25,374	8,151	-	-	33,525	34,924
A3 Payments						
Expenses for fundraising activities	765	240			1,005	630
Gross trading payments	-	-			-	-
Investment management costs	-	-			-	-
Payments relating directly to charitable activities	23,754	6,585			30,339	27,381
Grants and donations	-	-			-	-
Governance costs:	1,842	713			2,555	1,425
Audit / independent examination	650	-			650	650
Preparation of annual accounts	102	-			102	-
Legal costs	-	-			-	-
Other		-			-	1,337
A3 Sub total	27,113	7,538	-	-	34,651	31,423
A4 Payments relating to asset and investment movements						
Purchases of fixed assets					-	
Purchase of investments					-	
A4 Sub total	-	-	-	-	-	-
Total payments	27,113	7,538	-	-	34,651	31,423
Net receipts / (payments)	(1,739)	613	-	-	(1,126)	3,501
A5 Transfers to / (from) funds						
					-	
Surplus / (deficit) for year	(1,739)	613	-	-	(1,126)	3,501

Section B Statement of balances

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Expendable endowment funds to nearest £	Permanent endowment funds to nearest £	Total current period to nearest £	Total last period to nearest £
B1 Cash funds	Cash and bank balances at start of year	3,290	211			3,501	6,177
	Surplus / (deficit) shown on receipts and payments account	(1,739)	613			(1,126)	3,501
						-	
						-	
	Cash and bank balances at end of year	1,551	824	-	-	2,375	9,678
	(Agree balances with receipts and payments account(s))	-	0	-	-	0	-

	Details	Fund to which asset belongs	Market valuation to nearest £	Last year to nearest £
B2 Investments				
		Total	-	-

	Details	Fund to which asset belongs	Cost (if available) to nearest £	Current value (if available) to nearest £	Last year to nearest £
B3 Other assets					
		Total	-	-	-

	Details	Fund to which liability relates	Amount due to nearest £	Last year to nearest £
B4 Liabilities				
		Total	-	-

	Details	Fund to which liability relates	Amount due (estimate) to nearest £	Last year to nearest £
B5 Contingent liabilities				
		Total	-	-

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

Signature

Print Name

Date of
approval#####
#####

Section C Notes to the Accounts

C1 Nature and purpose of funds (may be stated on analysis of funds worksheets)

In the current fiscal year, the organisation successfully implemented four key projects, each addressing critical community needs:

- 1) Targeted Intervention
- 2) Alleviate Poverty & Cost-of-Living Crisis
- 3) Combat Loneliness & Social Isolation
- 4) Capacity Building

This structured approach ensures that our initiatives remain focused, impactful, and aligned with our mission & objectives to drive sustainable improvements in livelihoods and wellbeing.

NB - For more information and feedback of the success of the above projects and activities, see trustees end of year report.

C2 Grants

Type of activity or project supported	Individual / institution	Number of grants made	£
Total			-

C3a Trustee remuneration

If no remuneration was paid during the period to any charity trustee or person connected to a trustee cross this box (otherwise complete section 3b)

x

Authority under which paid

£

C3b Trustee remuneration - details

C4a Trustee expenses

If no expenses were paid to any charity trustee during the period then cross this box (otherwise complete section 4b)

x

Number of trustees

£

C4b Trustee expenses - details

C5 Transactions with trustees and connected persons

Nature of relationship	Nature of transaction	Transaction amount (£)	Balance outstanding at period end (£)

C6 Other information

7.1. Statement of Receipts and Payments Accounts

Enter charity name below				Enter SC No. below			
Kassi Kunda Foundation				SC050419			
Receipts and payments accounts							
For the period from	Period start date			to	Period end date		
	Day	Month	Year		Day	Month	Year
	01	April	2024		31	March	2025
Section A Statement of receipts and payments							
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A2 Receipts from asset & investment sales							
Proceeds from sale of fixed assets					-		
Proceeds from sale of investments					-		
A2 Sub total	-	-	-	-	-	-	
Total receipts	25,374	8,151	-	-	33,525	34,924	
A3 Payments							
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Other	-	-			-	1,337	
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A4 Payments relating to asset and investment movements							
Purchases of fixed assets					-		
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A5 Transfers to / (from) funds							
Surplus / (deficit) for year	(1,739)	613	-	-	(1,126)	3,501	

7.2. Statement of Balances

Kassi Kunda Foundation		SC050419					
Section B Statement of balances							
Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Expendable endowment funds to nearest £	Permanent endowment funds to nearest £	Total current period to nearest £	Total last period to nearest £
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						-	
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		-	0	-	-	0	-
B2 Investments	Details			Fund to which asset belongs	Market valuation to nearest £	Last year to nearest £	
				Total			
B3 Other assets	Details			Fund to which asset belongs	Cost (if available) to nearest £	Current value (if available) to nearest £	Last year to nearest £
				Total			
B4 Liabilities	Details			Fund to which liability relates	Amount due to nearest £	Last year to nearest £	
				Total			
B5 Contingent liabilities	Details			Fund to which liability relates	Amount due (estimate) to nearest £	Last year to nearest £	
				Total			
Signed by one or two trustees on behalf of all the trustees		Signature		Print Name		Date of approval	
						21 April 2025	
						21 April 2025	

8. Financial Reserves Policy

The organisation maintained a **£3,000** cash reserve in FY 2023-2024, in line with our established reserves policy. However, due to increased demand for services and ongoing financial constraints, this reserve was necessarily reduced to **£2,000** during this reporting period.

Given our work supporting disadvantaged, marginalised, and vulnerable communities, the organisation recognises the critical importance of maintaining appropriate financial reserves. These funds serve as a vital contingency measure, enabling swift responses to emerging crises and unexpected operational challenges.

Our reserve policy is subject to annual review, with adjustments made based on the organisation's financial position and the evolving needs of the vulnerable populations we serve. This prudent approach ensures we balance immediate service delivery requirements with long-term organisational sustainability, while remaining prepared to address urgent community needs as they arise.

The Board remains committed to rebuilding reserves to their target level as financial circumstances permit, without compromising frontline service delivery to those most in need.

9. Challenges

As with all project delivery, we navigated both anticipated and unforeseen challenges throughout the year. These were compounded by the vulnerable populations we serve and persistent constraints on funding and resources. Key challenges included:

- ❖ **Overdemand for Services** – Our foodbank programme experienced significant oversubscription, requiring us to supplement provisions through an additional community meal initiative during the Christmas period (funded via unrestricted project resources).
- ❖ **Financial Adaptations** – Due to budgetary pressures, we made the difficult decision to reduce organisational cash reserves from **£3,000** to **£2,000** to address funding shortfalls while maintaining service continuity. These measures, while necessary, highlight the delicate balance between operational sustainability and meeting community needs amid resource limitations.



10. Future Strategic Plans & Directions

The organisation's immediate priority remains securing sustainable funding to maintain and expand our project delivery in alignment with our core strategic objectives. This financial stability is fundamental to preserving and enhancing the measurable improvements we have achieved in service users' livelihoods and wellbeing. While sustainability presents an ongoing challenge for relatively small grassroots charitable organisations, our successful fundraising efforts to date demonstrate the viability of our model.

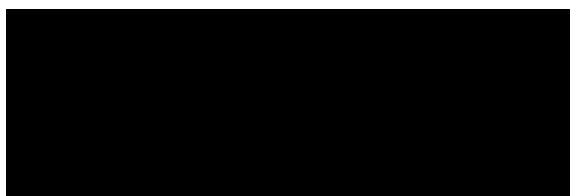
We are particularly encouraged by emerging evidence of full socio-economic integration among some long-term service users – a tangible validation of our intervention strategies. These outcomes reinforce our commitment to both sustaining current service levels and strategically expanding our reach to new beneficiary groups.

Building on lessons learned from this year's challenges, we will implement the following measures to enhance sustainability and impact in 2025-2026:

- ✓ Diversified Funding Strategy – Seek more funding from grant-making bodies and philanthropic donors to reduce reliance on our existing funding streams.
- ✓ Service Expansion and Enhancement – Scale-up our most effective interventions. This will rely on successful fundraising outcomes.
- ✓ Cash Reserve Restoration - Prioritise rebuilding organisational reserves back to £3,000 to buffer against future shortfalls.
- ✓ Integrated Support Model – Combine foodbank and community meals with on-site access to partner services (e.g., welfare advice, mental health support,) to address root causes of demand.
- ✓ Advocacy Campaign – Participate in active dialogues to effect positive policy change.
- ✓ Socio-economic Integration – Tailor projects and activities that drive sustained and long-term economic integration.

Declaration

Signed on behalf of Kassi Kunda Foundation trustees:



Designation: Chairperson.

Date: 21st April 2025.



Independent Examiner's Report

APPENDIX 3



	Independent examiner's report on the accounts v2						
Report to the trustees/members of	Charity name: Kassi Kunda Foundation						
Registered charity number	SC050419						
On the accounts of the charity for the period	Period start date				Period end date		
	Day	Month	Year		Day	Month	Year
	01	April	2024	to	31	March	2025
Set out on pages	15 and 16					(remember to include the page numbers of additional sheets)	

*Please delete the words in the brackets if they do not apply. If the words do apply, set out those matters which have come to your attention on the following page.



Respective responsibilities of trustees and examiner	The charity's trustees are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) 2005 Act and the Charities Accounts (Scotland) Regulations 2006 (as amended). The charity trustees consider that the audit requirement of Regulation 10(1) (d) of the Accounts Regulations does not apply. It is my responsibility to examine the accounts as required under section 44(1) (c) of the Act and to state whether particular matters have come to my attention.
Basis of Independent examiner's statement	My examination is carried out in accordance with Regulation 11 of the 2006 Accounts Regulations. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeks explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently, I do not express an audit opinion on the view given by the accounts.
Independent examiner's statement	<p>In the course of my examination, no matter has come to my attention</p> <ol style="list-style-type: none"> which gives me reasonable cause to believe that in any material respect the requirements: <ul style="list-style-type: none"> to keep accounting records in accordance with section 44(1) (a) of the 2005 Act and Regulation 4 of the 2006 Accounts Regulations, and to prepare accounts which accord with the accounting records and comply with Regulation 9 of the 2006 Accounts Regulations <p>have not been met, or</p> to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.
Signed: Name: Relevant professional qualification(s) or Address:	<div style="display: flex; align-items: flex-start;"> <div style="flex: 1;"> <div style="background-color: black; width: 100px; height: 100px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 100px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 100px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 100px; margin-bottom: 5px;"></div> </div> <div style="flex: 1; padding-left: 10px;"> Date: 07/05/2025 </div> </div>

APPENDIX 3

Disclosure section

Only complete if the examiner needs to highlight material problems.

Give here brief details of any items that the examiner wishes to disclose