TRUSTEES' ANNUAL REPORT

For the period beginning: 1 January 2025

Ending: 31 December 2025

Ref: TRTP - TAP - 6

Charity name	The Road to Parity
Registered charity number	1187425
Charity's principal address	Office 4, Westminster Chambers 106 Lord St Southport PR8 1LF Email: steps@theroadtoparity.org Website: www.theroadtoparity.org

TRUSTEES

No.	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Jonathan Hill	Founder & Chair		
2	Richard Owens	Secretary		
3	Margaret Evison			

ADVISORS

Type of adviser	Name	Address
Uganda partner representative	Lilian Nayiga	Canaan Children's Development Initiative (CACDI) Katikamu subcounty, P.O Box 53, Luweero, Uganda
Uganda partner representative	Mwesigwa Julius	Canaan Children's Development Initiative (CACDI) Katikamu subcounty, P.O Box 53, Luweero, Uganda

Structure, governance and management

Trusts

Type of governing document	The charity is governed by a constitution document, dated 27 November 2019.
How the charity is constituted	Initially set up as a community organisation, The Road to Parity (TRTP) was granted charity status in January 2020 as a Charitable Incorporated Organisation (CIO).
Trustee selection methods	Trustees to date have been appointed. However, the charity welcomes approaches from people not connected to existing Trustees.

Additional governance	The Road to Parity has been working with an overseas partner in Uganda called Canaan Children's Development Initiative (CACDI). CACDI is a non-governmental organisation (DNMC/848) registered in Luweero District, Uganda. CACDI provides on the ground support and has been engaged through a series of Memorandum of Understandings (MOUs). The MOUs specify the nature of the partnership, responsibilities, expected outcomes and monies involved.

Objectives and activities

Summary of the objects of the charity set out in governing document	To relieve poverty in developing countries through the provision of micro grants to enable beneficiaries to participate in the local economy and sustain themselves and their families in a manner that would otherwise be beyond their reach.
Summary of main activities undertaken for the public benefit in relation to objects	The Road to Parity (TRTP) has been running a poverty alleviation initiative in Uganda called Project Twekembe. It has been managed in conjunction with partner, Canaan Children's Development Initiative (CACDI). Under Project Twekembe (which broadly translates to ‘let’s fight against poverty’), people in extreme poverty are given the opportunity to start a business with the help of a micro grant. Using a strict screening and monitoring process, entrepreneurs are provided with the equipment and supplies necessary to begin trading. Unlike many similar initiatives in developing nations, the small grant available through Project Twekembe is not a loan and does not need to be repaid. TRTP believes people in extreme poverty have suffered enough. The partnership with CACDI was announced in April 2024 following a similar project in India.

Additional details of objectives and activities

Background: how Project Twekembe works

Project Twekembe takes a three-pronged approach:

1 - Identifying and selecting beneficiaries:

The potential beneficiaries come through two main routes; either by information provided by local council leaders or through independent outreach work in villages in and around the Luweero district of Uganda.

Details of prospective beneficiaries are captured in a pre-defined format. Once the details are recorded, a screening process starts.

Beneficiaries are screened using a points system. At its core is identifying people in extreme poverty – households who have been scraping an existence on around £10 or less, per person, per month.

Other factors considered include helping widows, victims of domestic violence, the poorly educated, sole breadwinners supporting large families, and the physically and mentally challenged.

Many of those approved for support are ready with their own business ideas, often based on past work experience. Those who don't have their own ideas are helped to devise a suitable venture.

2 - Finalise business needs and secure required equipment/stock:

Once a beneficiary has been approved for grant support, discussions progress about the equipment, supplies and stock required to get the business off the ground. With the agreement of the entrepreneur, the necessary items are sourced and procured. This supervised process is eased for recurrent business ideas, such as grocery stalls.

3 - Three months 'hand holding' support:

Each beneficiary receives support to ensure their fledgling enterprise succeeds, such as guidance on record keeping, negotiation skills, dealing with customers and basic marketing techniques. This three-month period of support helps overcome initial challenges and increases the likelihood of success.

It is made clear to participants from the start that the grant is one-off assistance and there is no coming back for more money.

Achievements and performance

Summary of the main achievements during the year

2025 was a record year for The Road to Parity with 33 businesses started or about to start trading, beating the previous annual record of 32 enterprises in India.

The mostly street-based businesses are selling vegetables, fresh fruit, snacks, chapattis, fish and chickens. There are also ventures involving second-hand shoes, tailoring, clothes, mat making, shoe repairing and a beauty salon.

All but one was started by a female entrepreneur, many of whom are illiterate and represent some of the most disadvantaged people on the planet.

Summary of the main achievements during the year cont'd

A total of 23 businesses were operational going into December. All triggered significant increases in household income. A further 10 were set up throughout December and began trading before the end of the year.

Of the earlier established 23 businesses, data showed 20 of them (87%) increased household income by 150% or more, while five of the ventures boosted household income by a staggering 400%.

One of the top performers was Harriet, a 40-year-old single mother of two. Her husband left her after their second child. She'd been clawing money together from odd jobs, bringing in just UGX 4,000 or 84p a day.



Harriet and her grocery store

However, equipped with start-up funding, Harriet has set up a grocery store, which is already pulling in UGX 20,000 daily. "I can now take care of my children and even save a little," she says.

In Uganda, the sad reality is that children are sometimes abandoned by destitute single mothers who feel they have no other choice. These micro-enterprises can deliver regular income and create a stable environment where mothers feel better equipped to look after their children.

Single mother Sherina is also doing exceptionally well. She was referred by the local authorities after being evicted by her landlord. Sherina's husband disappeared and left her with nothing to care for their two children.

She had some restaurant experience so was helped to set up a mini eatery. Sherina has gone from surviving on UGX 3,000 a day (63p) to

15,000. “I’m doing ok,” she says modestly. “I can now pay rent and school fees.”



Sherina and her mini restaurant

2025 was the first full year of the partnership between The Road to Parity and CACDI. Project Twekembe has now spread to nine villages in and around the Luweero district. The total number of enterprises in Uganda stands at 46, which are supporting 272 household members.

It costs between £60-65 to set up each venture, which support households of up to 11 people.

Once again, some of the poorest people on the planet have shown what they can do if they are given a chance. The businesses instil pride and give the severely disadvantaged much needed hope.

Most importantly, the businesses have provided financial independence and created opportunities that extreme poverty would otherwise deny.

TRTP has continued to communicate some of the deep and complex challenges that beneficiaries face on a personal level. Compounding the extreme poverty, many of the entrepreneurs are illiterate, while others have been victims of domestic violence, are physically challenged or have serious health issues.

The World Bank has stated there are three different types of pain caused by poverty.

1. Physical pain that comes with too little food and long hours of work
2. Emotional pain stemming from the daily humiliation of dependency and lack of power
3. Moral pain from being forced to make choices, such as whether to

pay to save the life of an ill family member or use the money to feed their children.

The charity will continue to communicate and highlight these struggles where appropriate, while celebrating the efforts, extraordinary resilience and success of beneficiaries.

Financial review

Brief statement of the charity's policy on reserves	As the charity provides only one-off grants, there are no ongoing programme costs in the field. Once the businesses have been set up, they operate on a commercial basis and are self-sustaining. This minimises the necessity for reserves.
Details of any funds materially in deficit	There has not been a financial deficit since TRTP was set up in November 2018.
Further financial review details	2025 coffers were boosted after the Seaham-based Vane Tempest Theatre Group nominated The Road to Parity as its charity to support in 2025. This meant TRTP received some of the proceeds from two performances during the year – the *Best of British* in June and *The Bitter Taste of Coal* in November. The charity continues to enjoy free banking after identifying a bank that would host an account without imposing monthly charges. The banks that offer free banking to charities nowadays are few and far between. TRTP also continues to enjoy waived website charges after a lengthy push to be recognised as a non-profit organisation and charged accordingly. The website provider has pledged these arrangements until 2028 after several years of overcharging. This represents a significant cost saving, although prior to this, website charges had been Trustee-funded. From its inception, the charity has taken an uncompromising approach to costs. It will continue to do everything possible to reduce or eliminate overheads. Further significant savings were enjoyed because all communications and marketing work, including website updates and content management, were handled among Trustees. The charity is grateful for subsidised access to Microsoft 365 software through Microsoft's Tech for Social Impact programme, although this was previously provided free of charge. Despite the extremely tough fund-raising environment, donations continue to be made by supporters, alongside affiliate marketing activity, such as easyfundraising and eBay. Historically, donations have been encouraged by content produced for the charity's communication platforms; theroadtoparity.org website, LinkedIn, Facebook and Instagram. All communications activity is organic rather than paid. Staff involved with the charity continue to work on a voluntary basis. Minimal expenses are accommodated, where necessary, for in-market field workers, which are incorporated into programme costs.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy the charity's financial position. Trustees ensure that the financial statements comply with the Charity Commission's SORP 2005.

TRTP began the year with a bank balance of £945. As of 31 December 2025, the balance was £72.

Total income	£1,212
Total expenditure	£2,085
Bank balance as of 31 December 2025	£72

Declaration

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature(s)		
Full name(s)	Jonathan Hill	
Position (eg Secretary, Chair, etc)	Chair	
Date	29 October 2026	

CHARITY COMMISSION FOR ENGLAND AND WALES

THE ROAD TO PARITY	No (if any)

Receipts and payments accounts

CC16a

For the period from	01/01/2025	To	31/12/2025

Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
DONATIONS	1,212	-	-	1,212	112
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
***Sub total** (Gross income for AR)*	1,212	-	-	1,212	112
A2 Asset and investment sales, (see table).					
	-	-	-	-	
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	1,212	-	-	1,212	112
A3 Payments					
DONATIONS	2,085	-	-	2,085	822
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total	2,085	-	-	2,085	822
A4 Asset and investment purchases. (see table)					
	-	-	-	-	
	-	-	-	-	
Sub total	-	-	-	-	-
Total payments	2,085	-	-	2,085	822
Net of receipts/(payments)	72	-	-	72	945
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end		-	-	-	-
Cash funds this year end	72	-	-	72	945

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

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	BANK	72	-	-
		-	-	-
		-	-	-
	Total cash funds	72	-	-
	(agree balances with receipts and payments account(s))	OK	OK	OK

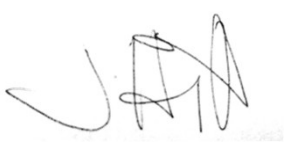
	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

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

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

	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities			-	
			-	
			-	
			-	
			-	

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

Signature	Print Name	Date of approval
	JONATHAN HILL	29/10/2026

