ENABLING BREAKTHROUGH SCHOOLS

Kizazi Trustees Report & Accounts

1 Jan 2025- 31 Dec 2025



Kizazi Trustees Report and Accounts

for the period 1 January 2025 to 31 December 2025

Contents	Pages
Officers & Professional Advisers	3
Trustees' Report	4
Independent Examiner's Report	15
Statement of Financial Activities	16
Balance Sheet	17
Statement of Cash Flows	18
Notes to the Accounts	21

Officers and Professional Advisers

Board of Trustees	Vandana Goyal (term ended on 1st April 2025) Veda Sunassee Larisa Hovannisian Folasade Adefisayo Nicholas Canning (term began on 1st April 2025)
Chief Executive Officer	Nicholas Canning (CEO term ended on 1st April 2025) Rhoda Odigboh (term began on 1st April 2025)
Registered Charity Number	1187749
Address	30 London Fields East Side London E8 3SA
Independent Examiner	Gregory Smye-Rumsby ACA CTA Dixon Wilson Chartered Accountants 22 Chancery Lane, London WC2A 1LS
Bankers	Barclays 120, Moorgate, London, EC2M 6UR

Legal Status

Kizazi is an independent charity registered as a Charitable Incorporated Organization by the Charity Commission for England and Wales with registration number 1187749. Kizazi was registered on 4th February 2020.

Trustees' Report For The Period 1 January 2025 to 31 December 2025

I. Our Mission

Kizazi exists to ensure this generation of children are empowered by education to thrive, wherever in the world they grow up.

To deliver on this purpose, we work with local NGOs and government partners in low-income countries to design and spread locally relevant school models that develop the whole child and transform their learning.

II. Why We Exist

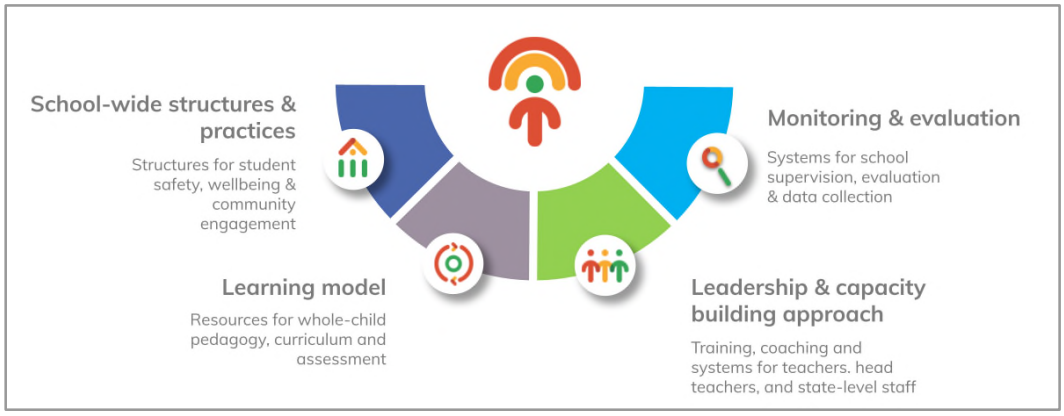
Across the world, about 1 billion children are multidimensionally poor, lacking necessities as basic as nutritious food or clean water (UNICEF). Risks of conflict, climate change, and diseases further exacerbate their suffering. Kizazi works with children attending government schools in such adverse contexts in Africa and Asia.

The prevailing school designs in under-resourced contexts fail to support the needs and holistic development of children. The curriculum and intended learning outcomes are not aligned with the demands of the 21st century and the needs of the region. Rote-based teaching approaches do not reflect our growing understanding of how children learn. Multi-generational poverty hinders cognitive abilities and prevents children from participating in class, which the schools are not designed to respond to. Consequently, learning levels remain low, and children are unable to lead thriving lives.

Therefore, at Kizazi, we believe that we need to fundamentally challenge the status quo and bring innovation in school design and system reform. Our charitable objective is to advance the education of the public in general and in particular to assist worldwide in the provision of technical resources, support, and information to individuals, organisations, and groups to increase their capacity to develop, manage and run schools for the public benefit, with the objective to improve the quality of education in deprived communities.

III. Our Solution

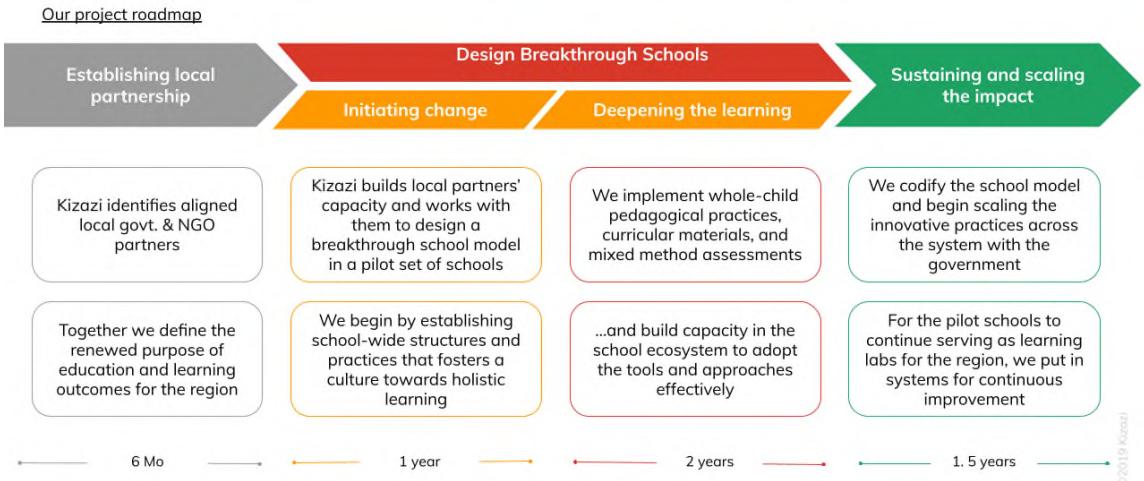
Kizazi's system transformation program enables local education leaders to implement and scale locally appropriate school models that develop the whole child and transform their learning. We begin by redefining the purpose and outcomes of education that children need to thrive in their local contexts. We then bring change in four key areas of how schools operate to deliver the renewed outcomes.



And our solutions are rooted in three key principles core to our mission - "whole-child", "whole-school", and "contextual".



To redesign schools & transform education systems we work in deep long-term partnerships with local NGO and government partners.



With this approach, we have been working with four government systems across India, Armenia, Sierra Leone, and Nigeria.

IV. 2025 Activities, Highlights, and Performance

In 2025, Kizazi continued to strengthen its work as a global-local organisation advancing whole-child, whole-school transformation across under-resourced contexts. The year was marked by transition, consolidation, and renewed focus. Alongside our local NGO and government partners, we deepened our work in Sierra Leone and Nigeria, advanced emerging partnerships across West Africa, strengthened our technology-enabled program design through NURU-Operating System (NURU-OS), and sharpened our strategy for sustainable growth.

While 2024 was a year of visible program delivery across multiple geographies, 2025 became a year of strengthening foundations: closing existing work with care, codifying learning for partner ownership, building a stronger funding pipeline, increasing external visibility, and preparing Kizazi for its next phase of regional expansion in Nigeria.

We supported the transition and sustainability of the Sierra Leone Education Innovation Challenge (SLEIC) with the National Youth Awareness Forum (NYAF)

- In Sierra Leone, Kizazi continued its partnership with the National Youth Awareness Forum as part of the Sierra Leone Education Innovation Challenge. Having worked together across 67 government schools over the past three years, 2025 focused on completing Year 3, reviewing program learning, and supporting a responsible transition of the model to NYAF.

- A central priority of the year was to ensure that the learning, systems, tools, and routines developed through the program did not remain dependent on Kizazi, but could be owned, adapted, and sustained locally. To support this, Kizazi worked with NYAF on the development of a Codification and Sustainability Handbook. The handbook was designed to bring together the core program approach, school-level routines, educator development practices, data systems, and implementation guidance needed for NYAF to continue strengthening the model beyond Kizazi's direct support.

Key areas of work included:

- **Program review and data consolidation:** Kizazi supported the consolidation and review of SLEIC data, including internal program learning and A/B testing insights, to strengthen our understanding of what worked, where implementation varied, and what should inform future scale-up design.

- **Sustainability and handover:** Through step-back calls, dashboard handover, and structured reflection with NYAF leadership, Kizazi focused on transferability and sustainable ownership. The work in 2025 was not only about closing a program cycle, but about ensuring that NYAF was supported to carry forward the strongest elements of the model.

- **Codification for scale:** The Codification and Sustainability Handbook became an important knowledge product for Kizazi and NYAF. It captured the practical "how" of the school model: routines, training structures, coaching, school-level data use, community engagement, and implementation rhythms.

- This transition year allowed Kizazi to reflect deeply on what it means to design for local ownership. The work reaffirmed our belief that whole-school transformation is only

meaningful when the model can live beyond the founding design team and continue to strengthen through local leadership.

We advanced Nigeria as a core geography for Kizazi's next phase of growth

- Nigeria became one of the most important geographies for Kizazi's future work in 2025. Across the year, Kizazi engaged with multiple Nigeria-based opportunities, strengthened relationships with state and ecosystem actors, and completed key steps toward formalising a local presence.

- A major milestone was the progress toward Kizazi's Nigeria entity registration. By the final quarter of the year, the registration process had closed and Kizazi received its registration number. This created the foundation for the next stage of institutional setup, including banking, legal obligations, local governance, and identifying high-quality board members for the Nigeria entity.

- In parallel, Kizazi continued to pursue opportunities for foundational learning and whole-child development in Nigeria. Engagements included conversations with Enugu State, prospective partners, and emerging opportunities in Lagos, Zamfara, and with organisations such as Street2School. These conversations helped clarify where Kizazi's approach could add the most value: strengthening foundational learning, embedding wellbeing and Social and Emotional Learning (SEL) within school routines, and using technology to support teachers, coaches, and system actors.

Key areas of work included:

- **Formalising Kizazi's Nigeria presence:** Entity registration moved from exploration to completion, positioning Kizazi to build more grounded and compliant operations in Nigeria.

- **Deepening government and partner engagement:** Kizazi pursued conversations with state actors and local organisations to explore future work around Foundational Literacy and Numeracy (FLN), out-of-school children, and whole-school transformation.

- **Preparing for 2026 implementation:** The Nigeria work directly informed Kizazi's 2026 strategy, including the possibility of a short pilot in Lagos and the development of program adaptations for out-of-school and secondary education contexts.

- Nigeria is now emerging as a central geography for Kizazi's next stage of work, particularly as we move toward a more focused West Africa strategy.

We strengthened our funding pipeline and regional expansion strategy across West Africa

- In 2025, Kizazi worked to strengthen its financial position and build a more disciplined fundraising function. The year included active pursuit of opportunities across Sierra Leone, Nigeria, Ghana, Liberia, and wider West Africa.

- The funding environment remained challenging, with several opportunities moving slowly or closing without success. However, the year also helped Kizazi clarify its strongest pathways for growth. We engaged with potential funders and partners including Mastercard Foundation, Education Outcomes Fund, Big Give, Rising, Transcend, and others. We also explored opportunities linked to Lagos outcomes funding, West Africa secondary education, and future Ghana partnerships.

- A key shift in 2025 was the move from ad hoc fundraising to a more structured pipeline. Kizazi built a monthly fundraising pipeline system, began regular review rhythms, and tracked prospects more intentionally. This helped the team move toward a more disciplined approach to business development and funding readiness.

Key areas of work included:

- **West Africa pipeline development:** Kizazi advanced conversations around Sierra Leone scale-up, Ghana entry points, Nigeria opportunities, and regional funding pathways.

- **Ghana exploration:** Kizazi engaged with School for Life and explored the potential for a Ghana partnership. While fieldwork was put on hold pending Phase 1 funding, the relationship helped clarify Ghana as a potential future geography.

- **Funding systems:** The team built and maintained a fundraising pipeline, held review meetings, identified small grants, and improved internal tracking of prospects and deadlines.

- **Learning from rejections:** Opportunities such as Prevail and others did not move forward, but they provided useful learning on positioning, evidence, costing, and funder fit.

- By the end of 2025, Kizazi had a clearer view of its most promising funding pathways for 2026: Lagos outcomes work, Mastercard Foundation engagement, Education Outcomes Fund opportunities, small grants, and targeted regional partnerships.

We developed NURU-OS as a core part of Kizazi's future program strategy

- A major area of strategic development in 2025 was Kizazi's technology-enabled whole-school transformation work through NURU-OS.

- Across the year, the team worked to clarify Kizazi's approach to technology: not technology as a replacement for human relationships, but technology as an enabling layer for stronger teaching, coaching, data use, and program delivery. This work built on Kizazi's broader whole-child and whole-school approach and began to translate it into a more structured operating system for schools and partners.

Key areas of work included:

- **Developing the NURU-OS strategy:** Kizazi worked on bringing together its program strategy, whole-school transformation approach, and technology vision into a clearer NURU-OS direction.

- **Exploring technology partnerships:** Kizazi engaged potential technology partners, including Edves and Revrica, to explore how the platform could be developed, tested, and contextualised.

- **Connecting NURU-OS to future program design:** By Q4, NURU-OS had become central to Kizazi's 2026 strategy, including possible pilots and future adaptations for out-of-school and secondary education contexts.

- **Positioning technology within whole-child work:** The work helped Kizazi articulate that NURU-OS is not simply an app or dashboard, but a whole-school operating system that can support implementation quality, coaching, assessment, teacher support, and evidence generation.

- NURU-OS is now positioned as one of the most important strategic assets for Kizazi's next phase: a way to strengthen delivery, codify program models, support local partners, and enable scale without losing contextual depth.

We increased Kizazi's external visibility and strengthened thought leadership

- In 2025, Kizazi invested more intentionally in external communications, visibility, and ecosystem engagement. The organisation continued to share its learning through LinkedIn, blogs, newsletters, webinars, conferences, and communities of practice.

- A key highlight was the planning and delivery of Kizazi's public-facing impact webinar. The webinar created space to share learning from Kizazi's work, particularly around SLEIC, whole-child development, school transformation, and implementation in complex contexts. The team also developed social media snippets, partner stories, and learning pieces to make Kizazi's work more visible and accessible.

- Kizazi's LinkedIn engagement showed encouraging signs, including increases in impressions, comments, and reposts during key reporting periods. The team also continued to build a rhythm of weekly LinkedIn posts, monthly blogs, and quarterly newsletters.

Key areas of work included:

- **Impact storytelling:** Kizazi worked on blogs and stories connected to SLEIC, resilience, contextualised coaching, climate literacy, and Kizazi's approach to seeing the child.

- **Public events and ecosystem spaces:** Kizazi engaged in conferences and convenings including ADEA, WISE, Global Schools Forum spaces, and climate and education conversations.

- **Communities of Practice:** Kizazi continued co-leading and contributing to communities of practice, including work with Global Schools Forum on climate and education. The team also contributed to the design of a CoP framework and advanced visibility around whole-child and climate-child connections.

- **Website and brand renewal:** Kizazi began work on updating its website, refreshing external messaging, and clarifying how we communicate whole-child, whole-school transformation to funders, partners, and ecosystem actors.

- This work helped Kizazi become more visible, more findable, and more coherent in how we communicate our purpose: building locally rooted, whole-child school models that can be adapted and scaled through strong local partnerships.

We strengthened internal systems and prepared Kizazi for 2026

- Internally, 2025 was a year of significant strengthening. Kizazi sharpened its operating rhythms, board processes, recruitment systems, peer review structures, and strategic planning for the year ahead.

- The team worked to prepare board materials, hold board discussions, update financial modelling, and set clearer OKRs for 2026. Internal processes such as the Kizazi Pulse Check Survey, 1:1 peer reviews, and year-end step-back were also prioritised to support organisational learning and team alignment.

- A key internal priority was recruitment for a senior strategy role. By the final quarter of 2025, Kizazi had shortlisted candidates and moved toward final selection. This reflected a wider organisational need identified during the year: to strengthen strategic capacity, sharpen fund positioning, and support Kizazi's next phase of growth.

Key areas of work included:

- **Board and governance:** Kizazi prepared board packs, updated strategic priorities, developed financial modelling, and strengthened board communication rhythms.

- **People and recruitment:** The team advanced recruitment for a senior strategy role, including JD development, screening, interviews, and final selection processes.

- **Internal learning and culture:** Pulse checks, peer reviews, and year-end step-backs supported reflection, feedback, and alignment across the team.

- **2026 strategy:** Kizazi began shaping a 2026 strategy anchored in NURU-OS, funding pathways, external communications, and regional expansion, particularly in Nigeria and West Africa.

- By the end of 2025, Kizazi had moved from a year of transition into a clearer posture for 2026: focused, regionally anchored, technology-enabled, and ready to strengthen its role as a whole-child systems design partner.

Looking Ahead

- As Kizazi enters 2026, our focus is becoming sharper.

- We will continue to build on the learning from Sierra Leone, deepen our Nigeria presence, strengthen West Africa partnerships, develop NURU-OS, and grow our visibility as a thought leader in whole-child, whole-school transformation.

- The work ahead is both urgent and long-term. Children need classrooms where they are safe, known, supported, challenged, and able to learn with dignity. Teachers need tools, coaching, and systems that make strong practice possible. Local organisations and governments need models that are not imported but built from context and strengthened through evidence.

- Kizazi's role remains clear: to work with local partners and public systems to design, codify, and scale whole-child school models that are rooted in context and built for lasting change.

Trustees' Intention to Wind Up the Charity

- The Trustees agreed in June 2026 that Kizazi's UK charitable entity should be wound up in an orderly and responsible manner, following a review of the organization's strategic direction, operating model and longer-term sustainability.

- Over the preceding period, Kizazi had increasingly focused its programme delivery and partnerships in Africa, particularly in Nigeria and other West African countries. Following consideration of the organisation's future direction, the Trustees supported a transition towards a locally led model, with the organisation's work continuing through its Nigerian entity.

- The decision to wind up the UK charity therefore reflects a change in organisational structure rather than an intention to discontinue Kizazi's mission or programme activities.

- The wind-up process commenced following the Trustees' June 2026 decision in principle, with final dissolution subject to completion of the required closure steps. These include settlement of all outstanding liabilities and obligations, completion of final accounts and regulatory requirements, closure or transfer of relevant operational arrangements, and appropriate treatment of any remaining charitable assets in accordance with the charity's governing document and applicable regulatory requirements.

- The Trustees further agreed that, once all liabilities and closure costs of the UK charity had been settled and the final financial position established, consideration would be given to applying any remaining unrestricted charitable funds towards the continuation of Kizazi's charitable purposes through the Nigerian entity, subject to the necessary Trustee approvals and legal and regulatory requirements.

- The Trustees remain committed to ensuring that the UK charity is wound up with appropriate financial oversight, governance and accountability, while safeguarding the charitable purpose and impact that Kizazi was established to advance.

Public Benefit

When reviewing our aims and objectives and in planning our future activities, we have referred to the Charity Commission's general guidance on Public Benefit and on running a charity (PB2). The Trustees' focus has always been to measure how planned activities will contribute to the aims and objectives they have set.

Structure, Governance, and Management

Kizazi is registered with the Charity Commission for England and Wales as a Charitable Incorporated Organisation.

Kizazi is managed by a Board of Trustees appointed to three-year terms. The Trustees during the year and currently (and other Officers and Professional Advisers) are as noted on Page 2. All our Trustees give their time on a voluntary basis and are passionate advocates of the charity's work.

The Board meets virtually 3 times a year with additional individual teleconference meetings as needed. The skills, experience, and commitment of our Board of Trustees are regularly reviewed. Where there are gaps, potential new trustees will be invited to an informal interview with the Chair and other trustees and to attend a Board Meeting as an observer before a formal appointment is made.

Risk Management

The trustees continually assess the major risks to which the charity is exposed, and systems have been established to mitigate these risks. The charity's risk register is reviewed annually at the Trustees' meeting.

The principal risks identified are:

- securing sustainable income and maintaining an adequate level of reserves to meet the charity's short-term liabilities
- safeguarding children and adults involved with Kizazi
- maintaining the quality of operations and delivering impact as our program scales

Cashflow risk is mitigated by quarterly reviews of the funding pipeline for the following twelve months and taking corrective steps as needed e.g., reducing expenditure, and accelerating fundraising efforts. The safeguarding of children and adults is ensured through rigorous implementation of our policies and processes and evolving them to be responsive to current needs. The program quality is carefully tracked through monitoring systems, KPIs, and evaluations.

Pay Policy For Senior Staff

All staff are paid in accordance with a salary scale which is reviewed each year, this includes the CEO's salary which is approved and reviewed by the Board.

Financial Review

Income and Expenditure

The total income for the financial year was £332,711(2024 - £501,489) and the total expenditure was £182,737 (2024 - £554,300).

During the course of 2025, we were delighted to receive an unrestricted grant from the Vitol Foundation. We also received restricted grants from the National Youth Awareness Forum (via Rockdale Foundation) for our work in Sierra Leone, and from Youth Impact.

Against our expenditure we had a total surplus of £149,974 (2024 - total deficit of £52,811) and ended the year with a net positive reserve of £86,788 (2024 - £63,186 negative reserve).

Reserves

The trustees' policy on income reserves is to maintain sufficient unrestricted and restricted reserves to cover the charity's short-term liabilities. At the end of the financial year ending December 2025, our unrestricted income was £282,224 and unrestricted expenditure was £160,084 leading to a surplus of £122,140 (2024 - £6,503 surplus). Our restricted income in the year was £50,487 and expenditure was £22,653, leading to a surplus of £27,834 (2024 - £59,314 deficit).

During the year, we continue to take steps for efficient utilisation of our reserves -

- In line with our financial policies, we are closely tracking each of our project budgets and ensuring there is no overspend
- We have reduced headcount and reduced other expenditure heads like travel and overheads.
- We are also working to expand our revenue sources including applying for more grant opportunities

Grants and Service Income Received in Year

Kizazi is grateful for the support during the year of the following:

- Vitol Foundation
- Youth Impact
- National Youth Awareness Forum (via Rockdale Foundation)

Trustees' Responsibilities In Relation To The Financial Statements

The law applicable to charities in England and Wales requires the Charity to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of its income and expenditure for that period. In preparing the financial statements, the Charity is required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements

- Prepare the financial statement on the going concern basis unless it is inappropriate to presume that the CIO will continue in operation for the foreseeable future; and
- Observe the methods and principles in the Charities SORP (FRS 102). The Trustees are responsible for keeping accounting records that disclose with reasonable accuracy the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, and the provisions of the CIO's governing document. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved on behalf of the Trustees



……..

Nick Canning
Chair Of Trustees

Dated: 21 October 2026

Independent examiner's report to the trustees of Kizazi

I report to the trustees on my examination of the accounts of the Charitable Incorporated Organisation ("CIO") for the period 1 January 2025 – 31 December 2025.

Responsibilities and basis of report

As the charity trustees of the CIO you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act'). You are satisfied that an audit is not required for this year under charity law and that an independent examination is needed.

I report in respect of my examination of the CIO's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act. Dixon Wilson, a firm of Chartered Accountants of which I am a partner has provided bookkeeping services to the Trust and I have applied the FRC's Revised Ethical Standard in carrying out my examination.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the accounts. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently, I express no opinion as to whether the accounts present a 'true and fair' view and my report is limited to those specific matters set out in the independent examiner's statement.

Independent examiner's statement

I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England and Wales.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the CIO as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Without qualifying my report, I draw attention to Note 1a to the accounts which explains that the trustees have approved in principle to wind up the charity, subject to the formal dissolution process and transfer its remaining assets in line with its governing document.

Gregory Smye-Rumsby

GREGORY SMYE-RUMSBY ACA CTA
Dixon Wilson Chartered Accountants
22 Chancery Lane
London WC2A 1LS 23 October 2026

KIZAZI

STATEMENT OF FINANCIAL ACTIVITIES

ACCOUNTS FOR YEAR ENDED 31 DECEMBER 2025

		2025 £	2025 £	2025 £	2024 £	2024 £	2024 £
	Note	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
Income and endowments from:							
Grants	2,3	281,809	50,487	332,296	168,270	281,549	449,819
Bank interest	4	415	-	415	262	-	262
Service fees and consultancy	4	-	-	-	51,408	-	51,408
Total income		282,224	50,487	332,711	219,940	281,549	501,489
Expenditure on:							
Charitable activities	5	(160,084)	(22,653)	(182,737)	(213,437)	(340,863)	(554,300)
Total expenditure		(160,084)	(22,653)	(182,737)	(213,437)	(340,863)	(554,300)
Net income and net movement in funds		122,140	27,834	149,974	6,503	(59,314)	(52,811)
Net movement of funds		122,140	27,834	149,974	6,503	(59,314)	(52,811)
Reconciliation of funds							
Funds b/f		(81,214)	18,028	(63,186)	(87,717)	77,342	(10,375)
Funds c/f		40,926	45,862	86,788	(81,214)	18,028	(63,186)

KIZAZI

BALANCE SHEET

ACCOUNTS FOR YEAR ENDED 31 DECEMBER 2025

	Note	2025 £	2024 £
Current Assets			
Cash at bank	6	87,829	95,588
Debtors	7	9,829	12,627
		97,658	108,215
Liabilities			
Creditors: Amounts falling due within one year	8	(10,870)	(171,401)
Net current assets / (liabilities)		86,788	(63,186)
Total net assets / (liabilities)		86,788	(63,186)
Total funds of the charity:			
Unrestricted income funds	10	40,926	(81,214)
Restricted funds	10	45,862	18,028
Total funds		86,788	(63,186)

The Financial statements on pages 18 to 27 were approved by the Trustees on 17 October 2026 and were signed on their behalf by :-

Nicholas Canning
Chair of Trustees

KIZAZI

STATEMENT OF CASH FLOWS

ACCOUNTS FOR YEAR ENDED 31 DECEMBER 2025

	Note	2025 £	2024 £
Net cash used in operating activities	13	(8,174)	(18,448)
Cash flows from investing activities			
Interest		415	262
Net cash provided by investing activities		415	262
Change in cash and cash equivalents		(7,759)	(18,186)
Cash and cash equivalents brought forward		95,588	113,774
Cash and cash equivalents carried forward		87,829	95,588

1. Accounting policies

The principal accounting policies adopted, judgement and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

(a) Basis of preparation and assessment of going concern

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019 and the Charities Act 2011.

Kizazi meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The trustees have approved in principle to wind up the charity subject to the formal dissolution process, following completion of its remaining charitable commitments, and the charity's activities have now substantially ceased. The trustees are making arrangements for the orderly closure of the CIO and the transfer of any remaining assets in furtherance of its charitable purposes; no formal dissolution had been completed as at the date of approval of these financial statements. As the trustees intend to cease the charity's activities within twelve months of the date of approval, the financial statements have not been prepared on a going concern basis. They have instead been prepared on a basis other than that of a going concern, under which assets are stated at the amounts expected to be recovered and provision is made for the costs of closure to the extent that an obligation existed at the balance sheet date. No material adjustments to the carrying amounts of assets and liabilities arose from ceasing to adopt the going concern basis.

(b) Fund accounting policy

Unrestricted funds are general funds that are available for use at the trustees' discretion in furtherance of the objectives of the charity.
Restricted funds represent sums given to the charity subject to restrictions as to how the funds can be used.

(c) Incoming resources

All income is recognised in the statement of financial activities, when Kizazi has entitlement to the income, it is probable that the income will be received and the amount of the income can be measured reliably.

Grants are recognised when Kizazi has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

(d) Resources expended

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Charitable activities include staff costs for those individuals whose time is spent directly on further the CIO's charitable aims and the governance and support costs, in connection with the management of Kizazi including the accountant's fees, organisational administration and compliance with constitutional and statutory requirements.

1. Accounting policies (continued)

(e) Financial instruments

Financial instruments are recognised in the company's Balance Sheet when the company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets
Basic financial assets, which include receivables and cash at bank, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at present value of the future receipts discounted at a market rate of interest.

Basic financial liabilities
Basic financial liabilities, including payables, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest.

2. Grant income	**2025**	**2024**
	£	**£**
Grants from institutions (note 3)	332,296	449,819
	332,296	449,819

3. Grants from institutions	**2025**	**2025**	**2025**	**2024**	**2024**	**2024**
	Unrestricted	**Restricted**	**Total**	**Unrestricted**	**Restricted**	**Total**
	£	**£**	**£**	**£**	**£**	**£**
Vitol Foundation	281,809	-	281,809	157,629	-	157,629
Rockdale Foundation	-	26,320	26,320	-	-	-
Sense Foundation	-	-	-	-	21,567	21,567
Coles-Medlock	-	-	-	-	10,000	10,000
Allan and Nesta Ferguson Trust	-	-	-	-	20,000	20,000
National Youth Awareness Forum	-	-	-	-	32,249	32,249
Jacobs Foundation	-	-	-	-	197,733	197,733
Youth impact	-	24,167	24,167	-	-	-
Other individuals	-	-	-	6,256	-	6,256
Global Schools Forum	-	-	-	4,385	-	4,385
	281,809	50,487	332,296	168,270	281,549	449,819

4. Other trading activities	**2025**	**2024**
	£	**£**
Service fees and consultancy	-	51,408
Bank interest	415	262
	415	51,670

All other trading income in this year and the prior period was unrestricted.

5. Charitable Activities	2025 Unrestricted £	2025 Restricted £	2025 Total £	2024 Unrestricted £	2024 Restricted £	2024 Total £
Wages and salaries	22,191	3,976	26,167	90,708	133,486	224,194
Outsourced wages	92,665	16,602	109,267	51,600	132,687	184,287
Outsourced service costs	10,823	1,939	12,762	36,598	53,477	90,075
Consultancy fees	760	136	896	-	9,834	9,834
	126,439	22,653	149,092	178,906	329,484	508,390

Outsourced service costs and outsourced wages include the cost of using agency staff around the world to deliver the charity's aims and objectives.
- Outsourced service costs include contracted staff and services outside the UK.
- Outsourced wages represent the wages for non-UK staff hired through payroll agencies.

Support costs allocated to charitable activities:

Staff training	1,148	-	1,148	2,342	-	2,342
Travel expenses	12,839	-	12,839	4,422	11,379	15,801
IT & Software	3,473	-	3,473	4,534	-	4,534
Insurance	2,614	-	2,614	6,277	-	6,277
Office supplies	1,464	-	1,464	1,000	-	1,000
Printing and stationery	257	-	257	56	-	56
Governance costs (below)	7,980	-	7,980	7,860	-	7,860
Bank charges	432	-	432	1,045	-	1,045
Legal and professional	-	-	-	1,898	-	1,898
Rent	633	-	633	950	-	950
Fines and penalties	-	-	-	689	-	689
Foreign exchange losses/(gains)	2,805	-	2,805	3,458	-	3,458
	33,645	-	33,645	34,531	11,379	45,910
Total expenditure on charitable activities	160,084	22,653	182,737	213,437	340,863	554,300

Governance costs

Accountancy fees	6,780	-	6,780	6,780		6,780
Independent examination fees	1,200	-	1,200	1,080	-	1,080
	7,980	-	7,980	7,860	-	7,860

Number of employees who received employee benefits between:	2025	2024
£80,000 - £90,000	-	1
£90,000 - £100,000	-	-
£120,000 - £130,000*	-	1
	-	2

* this band contains the earnings of the Chief Executive who is key management personnel.

The number of staff directly employed in the year was one (2024 - two).
The total employee benefits paid to key management personnel, including employers pension contributions was £21,646 (2024 - £120,300).

6. Cash	**2025**	**2024**
	£	**£**
Cash at bank and in hand	87,829	95,588
	87,829	95,588

7. Debtors	**2025**	**2024**
	£	**£**
Prepayments	1,445	2,594
Accrued income	7,086	5,640
Other debtors	28	27
Taxation and social security	1,270	4,366
	9,829	12,627

8. Creditors	**2025**	**2024**
	£	**£**
Taxation and social security	-	7,043
Trade creditors	4,510	835
Accruals	6,360	6,917
Deferred income	-	156,606
	10,870	171,401

9. Taxation

Kizazi is a registered charity and as such is exempt from tax on its income to the extent this is applied for charitable purposes.

10. Analysis of funds

	At 1 January 2025 £	Incoming resources £	Resources expended £	Transfers £	At 31 December 2025 £
Analysis of fund movements					
Unrestricted fund	(81,214)	282,224	(160,084)	-	40,926
Restricted funds	18,028	50,487	(22,653)	-	45,862
Total funds	(63,186)	332,711	(182,737)	-	86,788

11. Analysis of net assets between funds

Fund balances as at 31 December 2025 are represented by	Unrestricted £	Restricted £	Total 2025 £	Total 2024 £
Cash at bank	-	87,829	87,829	95,588
Debtors	51,796	(41,967)	9,829	12,627
Creditors	(10,870)	-	(10,870)	(171,401)
	40,926	45,862	86,788	(63,186)

Unrestricted funds - comprises the undistributed income of the charity which the Trustees are free to use in accordance with the charity's objectives. Upon dissolution the unrestricted funds will be distibuted in line with the governing document to transfer to a charity with similar objects.

Restricted funds - comprises grants and donations made in order to fund the charity's research and work with partner schools.

12. Trustees' remuneration

None of the Trustees were reimbursed for expenses or received any remuneration during the year.

13. Reconciliation of net movements in funds to net cash flow from operating activities

	2025 £	2024 £
Net movement in funds	149,974	(52,811)
Deduct income from investments	(415)	(262)
(Decrease)Increase in creditors	(160,531)	6,471
Decrease in debtors	2,798	28,154
Net cash used in operating activities	(8,174)	(18,448)

14. Events after the reporting period

The trustees have approved in principle to wind up the charity subject to the formal dissolution process, following completion of its remaining charitable commitments, and the charity's activities have now substantially ceased. The trustees are making arrangements for the orderly closure of the CIO and the transfer of any remaining assets in furtherance of its charitable purposes; no formal dissolution had been completed as at the date of approval of these financial statements. As further noted in note 1a to the financial statements.