POLICY CENTRE FOR AFRICAN PEOPLES' REPORT AND ACCOUNTS FOR THE FINANCIAL YEAR ENDED 31ST MARCH 2026

Email: info@pcap.org.uk
WEbsite: www.pcap.org.uk
Charity Registration Number: 1131139

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REFERENCE AND ADMINISTRATIVE DETAILS:

Charity Name: Policy Centre for African Peoples

Other Charity Name Used: PCAP

Registered Charity Number: 1131139

Charity Legal Status: Charitable Unincorporated Association

Principal Address: Unit 24, St Olav's Court, London SE16 2XB

Period Covered: 1st April 2025 – 31st March 2026

Trustee and Chair
Claude Bernard Tene Nengou

Trustee
Augustine Abila Medzo

Trustee and Treasurer
Alain Bertin Ndee Mbe

Trustee and Secretary
Rayann Bryan

Independent Examiner
Andrew Moore
Blaenpentre
Swyddffynnon
Ystrad Meurig
SY25 7AW

Bankers
HSBC

CHAIR'S STATEMENT

Throughout the year 2025 – 2026, PCAP underwent a thorough strategic review that resulted in:

- **The production and approval of a new Constitution –** We are very grateful to the City Bridge Foundation for enrolling us in their Funder Plus programme. Thanks to this opportunity, we were able to work with outstanding governance experts to produce and adopt an updated Constitution for our organisation. This new governing document has now been approved by the Charity Commission.

- **The strategic decision to specialise in leadership development and systemic change work –** The evidence from both our own internal evaluations, and the independent assessments of our flagship projects over the last 2 years, holistic capacity review, and the strategic discussions we conducted with a wide variety of stakeholders, have culminated in our adoption of a new strategic direction. We have resolved to move away from grassroots initiatives, and specialise in leadership development and systemic change work.

- **The renewal of PCAP's Board of Trustees –** In view of the aforementioned constitutional changes and strategic shift, new Trustees with skills in a wide variety of fields including leadership development, public policy, academic research, organisational management, education, law and business, have been recruited to steer the charity through this new phase.

- **The development of a strategic growth and resilience action plan –** We spent several months producing a growth and resilience action plan. This will support the strategic transformation of PCAP into a leadership development and systemic change organisation in the short and long terms.

There was a pause in fundraising activities throughout the governance and strategic processes detailed above, hence the decrease of the charity's turnover this year. We anticipate a substantial change of this state of affairs thanks to the implementation of the organisation's strategic growth and resilience action plan.

We wholeheartedly thank the previous and current Trustees for their dedication to PCAP. We also express our enormous gratitude to all staff members, volunteers, advisers, projects' participants, funders, partners and friends, and look forward to collaborating with everyone as we seek to realise our charity's vision to nurture leaders and build communities.

Dr Claude Bernard Tene Nengou (PhD)
Chair, PCAP

EXECUTIVE DIRECTOR'S STATEMENT

I look back on the financial year 1st April 2025 – 31st March 2026 with immense joy and gratitude, as I report on the rewarding experience of spearheading the delivery of the following activities:

- **Successful completion of the Hope After Covid project –** We were privileged to exceed our original target of 300 participants, and provide group wellbeing, motivation and leadership training workshops, 1-to-1 coaching sessions, and social engagement events for a total of 530 Kent residents.

- **Completion of the Lead4Hope Network programme with outstanding results –** The positive outcomes of the Lead4Hope Network programme proved to be beyond all our expectations. For instance, we planned to train 20 African or disadvantaged London leaders. However, the demand for our African-inspired leadership training packages has been so overwhelming that we trained a total of 105. Thus, we now have a pool of over 100 Lead4Hope Network graduates and members, including one of PCAP's new Trustees, the outstanding researcher Rayann Bryan.

- **Fruitful discussions and partnerships with a wide variety of stakeholders –** We were delighted to work harmoniously with independent evaluators who produced assessment reports of the Lead4Hope Network and Hope After Covid projects. Their findings, together with our own impact evaluations, as well as the discussions and brainstorming sessions with hundreds of participants, partners and supporters, informed PCAP's strategic transformation into an organisation specialising in leadership development and systemic change work.

Warmest thanks to the Trustees, staff and volunteers for their uplifting support and commitment. Sincerest thanks also to all our funders, projects' participants, friends and partners for believing in PCAP.

Sylvie Aboa-Bradwell, MPhil
Executive Director, PCAP

OUR VISION, MISSION AND VALUES

The Policy Centre for African Peoples (PCAP) was founded in the United Kingdom in September 2008 by a group of African Diaspora members and supporters led by Sylvie Aboa-Bradwell.

The registration of PCAP as a charity was approved by the Charity Commission (England and Wales) in August 2009. PCAP's charity registration number is **1131139**.

PCAP is committed to enabling African individuals and disadvantaged people of all ethnic origins to improve their lives through education, leadership development and social engagement

Our Vision

We envision a world where personal and collective prosperity, justice and common good stem from better education, leadership and social engagement.

Our Mission

To realise our vision, we use a training model and tools inspired by African philosophy, which were expertly developed by Sylvie Aboa-Bradwell, as templates to enable African individuals and disadvantaged people of all ethnic origins to achieve personal and collective prosperity, justice and common good.

We do so by working with leaders, organisations and communities to train and motivate them to visualise and pursue their leadership, organisational and systemic change goals.

Our Values

* **Integrity** – PCAP engages with African knowledge and expertise as an inspiration for improving the lives of the disadvantaged and is built upon strong moral principles related to honesty, professionalism, accountability and transparency.
* **Justice** – PCAP believes that it is the right of all people to have access to, and engage with, processes which develop them as agents of change in their respective communities.
* **Respect** – in dealings with all people, PCAP believes in the principles of respect towards their feelings, wishes and rights.

Our Motto

Growing leaders, building communities.

TRUSTEES' REPORT

Objectives and Activities

The objectives of the Policy Centre for African Peoples (PCAP), as recorded by Charity Commission and in its Constitution, are:

1. The promotion of equality and diversity for the public benefit by:

(a) promoting knowledge and mutual understanding between different racial groups and genders;
(b) advancing education;
(c) the elimination of discrimination on the grounds of race or gender;

2. The advancement of education and relief of financial hardship amongst African Communities worldwide.

To realise these objects, we envision a world where personal and collective prosperity, justice and common good stem from better education, leadership and social engagement.

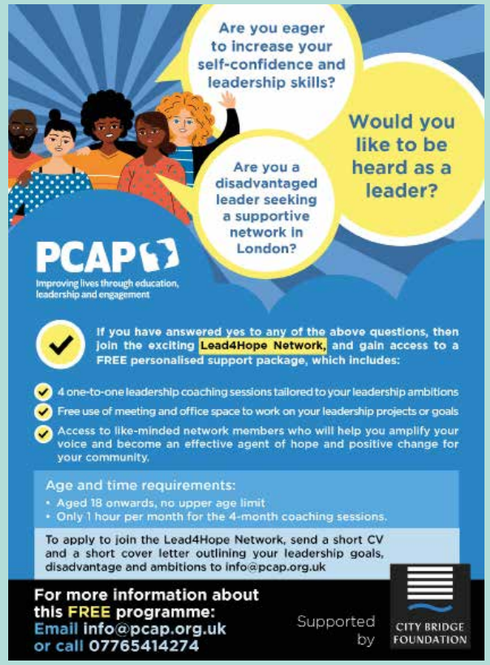
In order to fulfil our vision, we use a training model and tools inspired by African philosophy, which were expertly developed by **Sylvie Aboa-Bradwell**, as templates to enable African individuals and disadvantaged people of all ethnic origins to improve their lives. We do so by training leaders and organisations from these groups to realise their education, leadership and social engagement goals.

In fulfilment of the above vision, the main activities we undertook throughout 2025 – 2026 revolved around the implementation of 2 programmes:

In fulfilment of the above vision, the main activities we undertook throughout 2025 – 2026 revolved around the implementation of 2 programmes:

• **Hope After Covid –** Through this project supported by the National Lottery Community Fund, we improved the wellbeing and social engagement outcomes of over 500 Medway and Swale residents through group workshops, 1-to-1 coaching sessions and social engagement events.

• **Lead4Hope Network –** We successfully completed the delivery of Lead4Hope Network, a 2-year programme that, with funding from City Bridge Foundation, improved the leadership skills and amplified the voices of dozens of African and disadvantaged leaders of all ethnic origins throughout London.



Public Benefit

The Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission in defining the strategic direction of PCAP, and when exercising any powers or duties to which this guidance is relevant.

Achievements and Performance

I. Hope After Covid

We built on the legacy of PCAP winning the King's College London's Civic Challenge for 2020 – 2021 with the Hope After Covid project. Thanks to funding from, primarily, the National Lottery's Community Fund, we successfully expanded this programme from London to Medway and Swale in particular, and to Kent in general, between 2024 and 2026.

Hope After Covid group workshop in November 2025

The outcomes of the group wellbeing, motivation and leadership training workshops, 1-to-1 coaching sessions, and social engagement events were outstanding, as reflected in the independent evaluation of the project carried out by Dr Juliana Mainard-Sardon, https://pcap.org.uk/wp-content/uploads/2026/02/Hope-After-Covid-Evaluation-Report-Final-JMS-Jan-2026.pdf with highlights including:

- A total of 530 participants, when the target was only 300;
- 95% of participants reported increased confidence and motivation to pursue their goals;
- 100% expressed satisfaction with the project.

Independent evaluator, Dr Mainard-Sardon (left) collecting feedback from a participant

Sample quotes from participants included:

"Very constructive workshop with brilliant open session of brainstorming, resulting in brilliant ideas"

"Very inspiring organisation, outstanding work!"

"I have learned the importance of self-belief"

II. Lead4Hope Network

The support of the City Bridge Foundation enabled us to set up the Lead4Hope Network, and successfully implement training, coaching, motivational and collaboration activities aimed at improving the leadership skills and amplifying the voices of African or disadvantaged London leaders.

Thanks to the word word-of-mouth of our African-inspired leadership coaching and training, and partnership with like-minded organisations including Community Southwark, Integrate Agency, and the Walcot Foundation, we achieved outstanding outcomes including:

- **A total of 105 participants, when our original target was only 20;**
- **100% of participants expressed satisfaction with the coaching and training they received**
- **A lead4Hope Network graduate, Rayann Bryan, became a PCAP Trustee in 2026.**

Workshop for Southwark leaders in May 2025

Workshop for Lambeth leaders in November 2025

Selected Quotes from Lead4Hope Network Participants

"I honestly loved the coaching's set up. It worked well for me. It was personalised to me and my needs. I felt very comfortable, so I think I wouldn't change anything."

"The training gave me a lot to think about, and boosted my confidence in public speaking. Thank you so much!"

"Very engaging workshop that provided me with fundamental skills in terms of pursuing my leadership goals."

Sample video testimonials:
https://www.youtube.com/watch?v=1CqJdgkawEw
https://www.youtube.com/watch?v=zPoi5OdqYB4
https://www.youtube.com/watch?v=hz3WIMApdyY

Financial Review

Review of the Charity's Financial Position at the End of the Period

The charity had a total available income of £105,114 from a turnover of £77,784 + funds brought forward £27,330, with no debtors or creditors. The Trustees are pleased that the policy of avoiding deficit and over expenditure, established since PCAP's creation in 2008, has been maintained this year. They note, however, a reduction in the charity's turnover due to a pause in fundraising activities during the governance and strategic review, and the loss of funding from short-term service-delivery funders. The latter stems from the strategic decision to transform PCAP into an organisation specialising in leadership training and systemic change work, to prevent disadvantage through long-term leadership development and systemic change projects. The Trustees are confident that the implementation of the growth and resilience strategy detailed in the 2026 – 2036 Strategic Plan, will enable PCAP to strengthen its financial sustainability in the near future.

Reserves Policy

PCAP's policy is to build up from unrestricted funds £30,000 in reserves. It is calculated that this will cover the continuance of funding for core activities over a 6- month period and provide funding for unexpected opportunities or unplanned expenditure should these eventualities arise.

The £30,000 is currently aspirational as virtually all of PCAP's current funding is restricted. Alternative income streams allowing for suitable funding are being explored.

Uncertainties

The Trustees have no uncertainties about the charity continuing as a going concern. They acknowledge the great reliance on the current executive director in terms of operations, and the lack of financial resources to contract full-time staff members that will free the charity from this dependence. They are determined to start implementing the income diversification actions outlined in PCAP's 2026 – 2036 Strategic Plan without delay to put the charity on a stronger financial footing, and implement appropriate succession planning measures.

Structure, Governance and Management

Governing Document

PCAP's main governing document is its Constitution adopted on 14th March 2009, as amended 24th April 2010, 6th July 2013, 27th July 2023, and 25th February 2026.

As well as its governing document, it has a number of policies and procedures which ensure that the objects of the charity are delivered, and the organisation managed transparently and effectively.

Board of Trustees

There must be at least three trustees. If the number falls below this minimum, the remaining trustee or trustees may act only to call a meeting of the trustees, or appoint a new trustee. The maximum number of trustees is seven. The trustees may not appoint any trustee if as a result the number of trustees would exceed the maximum.

Eligibility for Trusteeship

Every trustee must be a natural person.

Under no circumstances shall any of the following serve as trustees: a person aged less than 16 years;

an employee of the charity;

a person who is an undischarged bankrupt;

a person who has an unspent conviction involving dishonesty or deception or who would otherwise be disqualified from acting as a trustee by virtue of section 178-180 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision).

Functions and Duties of Trustees

The trustees shall manage the affairs of the charity and may for that purpose exercise all the powers of the charity. It is the duty of each trustee: to exercise his or her powers and to perform

his or her functions in his or her capacity as a trustee of the charity in the way he or she decides in good faith would be most likely to further the purposes of the charity; and

- to exercise, in the performance of those functions, such care and skill as is reasonable in the circumstances having regard in particular to: any special knowledge or experience that he or she has or holds himself or herself out as having; and,
- if he or she acts as a trustee of the charity in the course of a business or profession, to any special knowledge or experience that it is reasonable to expect of a person acting in the course of that kind of business or profession.

A trustee may not appoint anyone to act on his or her behalf at meetings of the trustees.

Appointment of Trustees

- Every trustee must be appointed for a term of two years by a resolution passed at a properly convened meeting of the trustees. At the end of their term in office a trustee is eligible for reappointment, up to the maximum nine years recommended by the Charity Commission.
- In selecting individuals for appointment as trustees, the trustees must have regard to the skills, knowledge and experience needed for the effective administration of the charity.
- The trustees shall appoint from amongst their own number a Chair, a Secretary and a Treasurer.

Retirement and Removal of Trustees

A trustee ceases to hold office if he or she: retires by notifying the charity in writing (but only if at least two trustees will remain in office);

- is absent without the permission of the trustees from all their meetings held within a period of six months and the trustees resolve that his or her office be vacated;
- is removed from office by a majority vote of the other trustees for conduct prejudicial to the interests of the charity. The removal of a trustee shall follow the steps and procedures outlined in the charity's Trustees Code of Conduct and/or by-laws;
- is disqualified from acting as a charity trustee by virtue of sections 178-180 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision).

Names of the Trustees Who Manage the Charity as of 31st March 2026[1]

Claude Bernard Tene Nengou, PhD - Dr Tene Nengou, appointed on 24/01/2026, holds a Doctorate Degree in Law and Public Policy from Nottingham University, with a focus on the implementation of laws, regulations and public policy development. Additionally, he holds an LLM with Merit, specialising in International Banking and Insurance Law, and is a practicing lawyer. Claude is the founder and Senior Partner of T&A Solicitors. As PCAP's Chair, he is passionate about leveraging his expertise in governance, regulatory compliance, and policy implementation to advance PCAP's mission, whilst promoting institutional capacity.

Rayann Bryan, MSc - Rayann Bryan, appointed on 24/01/2026, is the Founder and CEO of Thelma Matilda Alves Foundation, and a Black feminist scholar advancing equity in healthcare and corporate spaces. She has authored national anti-racism articles on the NHS and healthcare, and co-created inclusive initiatives with both NHS Trusts and major corporations. With experience spanning research, advocacy, and partnerships, Rayann blends evidence-based analysis with practical solutions, driving systemic change while centring wellbeing, inclusion, and intergenerational dialogue in her leadership and scholarship.

Alain Bertin Ndee Mbe, MSc – Alain Bertin Ndee Mbe, appointed on 24/01/2026, is an experienced lecturer, property investor, and entrepreneur. He has a Master's in Information Security and Computer Forensics from the University of East London, and various diplomas in business administration and management, governance, and leadership. In 2018, he founded Empreso, a consultancy that helps others achieve financial independence through property investment. Alain, who is a qualified pilot, also offers transformational coaching aimed at inspiring ethnic minorities to realise their potential and become captains of their own lives.

Augustine Abila Medzo, MPhil – Augustine Abila Medzo, appointed on 24/01/2026, is a lecturer with over 30 years of experience in the areas of youth education, co-development training, leadership and social engagement. She is also a multi-award-winning mentor, intercultural mediator, charity leader, and social activist. She has a DEA (Master's of Philosophy) from Toulouse-le Mirail, and is currently completing a PhD in Modern Literature at the Complutense University of Madrid. Augustine, a published writer, is fluent in Spanish, French, English, and many African languages.

[1] Throughout 2025 and 2026, PCAP carried out a strategic and governance review that resulted in the updating of its governing document, and the recruitment of new Trustees to steer the charity through this new strategic direction. Dr Thelma Okey-Adibe (06/07/2022 – 23/01/2026), Mr Olajide Alabi (21/07/2022 – 23/01/2026), Mr Joshua Aghadiuno (12/08/2022 – 23/01/2026), Ms Antonique Afonso (10/02/2023 – 23/01/2026), and Dr Eneless Nyoni (08/10/2024 – 23/01/2026) were replaced by these new Trustees.

Organisational Structure as of 31st March 2026

Board of Trustees

Claude Tene Nengou

Rayann Bryan

Alain Ndee Mbe

Augustine Abila Medzo

Operational Team

Executive Director: Sylvie Aboa-Bradwell

Volunteer Finance Officer: Richard Ekem

IT Volunteer: Sonny Hawkins

Social Media Volunteer: Steve Nassi

Community Engagement Volunteer: Kapungwe Mbaluku

Holistic Support Volunteer: Ian Bradwell

Advisory Committees' Volunteers

Christopher Buckwell

Thomas (Tom) Bamford

Yeukai Taruvinga

Roland Seregi

Governance and strategic review

We undertook a thorough governance and strategic review that was motivated by:

- The need to update PCAP's governing document – Given that the Charities Act 2006, under which PCAP was registered, has since been replaced by the Charities Act 2011, with a new constitutional template from the Charity Commission, the Trustees felt that an update of the PCAP Constitution was overdue. **PCAP worked with governance and charity constitutions' experts, facilitated by the City Bridge Foundation's Funder Plus programme, to produce an updated Constitution for PCAP, which was formally adopted on 25th February 2026, and subsequently approved by the Charity Commission.**

- **The internal evaluation of our activities and the feedback from dozens of conversations with participants and partners –** The internal examination of the outreach and implementation outcomes of our projects including Hope After Covid and Lead4Hope Network, led us to realise and accept once and for all that we are neither a grassroots entity, nor a typical service delivery organisation. Furthermore, the feedback from our coaching and leadership training packages, and brainstorming sessions with many stakeholders in London, Kent and elsewhere, highlighted the need for us to focus on our core strength of using African-inspired philosophy, techniques and lessons to train leaders and organisations, rather than grassroots service-users.

Rita, COO of a partner London organisation, provides feedback at a PCAP meeting in 2025

- **Independent assessment of our activities –** We wholeheartedly agree with the independent assessor of one of our recent projects that **"PCAP is positioned not as a traditional service provider, but as a leadership, wellbeing, and systems-change organisation with a distinctive and effective African philosophy-based model."** (Dr Juliana Mainard-Sardon, Hope After Covid Evaluation Report, p.1, full report available on https://pcap.org.uk/wp-content/uploads/2026/02/Hope-After-Covid-Evaluation-Report-Final-JMS-Jan-2026.pdf).

PCAP Leadership training exercise using Ketso tool

As a result of this strategic review, we have decided to:

- **Move away from grassroots projects;**
- **Focus on training leaders to enhance their leadership development;**
- **Also focus on working with organisations and groups serving African and disadvantaged communities to motivate and enable them to realise their strategic, organisational and systemic change goals.**

To consolidate this PCAP strategic transformation, we have developed a strategic growth and resilience action plan in the short and long terms. In the short term, that is, over the forthcoming 5 years, we will aim to:

- **Seek funds from charitable organisations that have supported PCAP's past work, and new potential funders;**
- **Develop PCAP's capacity to self-generate income;**
- **Partner with national bodies, including universities, to develop PCAP's systems-change capacity on a UK-wide scale;**
- **Collaborate with like-minded national entities to operate as collective catalysts for positive systemic change throughout the UK.**

In the long term, that is, from 2031 onwards,

- **Secure large grants and donations from charitable organisations and philanthropists committed to the expansion of PCAP's work in the African continent and elsewhere;**
- **Channel PCAP's self-generated income towards the implementation of leadership development programmes beyond the UK in general, and in the African continent in particular;**
- **Partner with like-minded international bodies to enable PCAP to spearhead lasting systemic change in the African continent and internationally.**

Declarations

The trustees declare that they have approved the trustees' report above. Signed on behalf of the charity's trustees	
Signature(s) CBTene	
Full name(s)	Claude Bernard Tene Nengou
Position (eg Secretary, Chair, etc)	Chair
Date	26/05/2026

INDEPENDENT EXAMINER'S REPORT ON THE ACCOUNTS OF THE POLICY CENTRE FOR AFRICAN PEOPLES FOR THE YEAR ENDED 31ST MARCH 2026

REGISTERED CHARITY NUMBER: 1131139

REPORT OF THE TRUSTEES AND INDEPENDENTLY EXAMINED FINANCIAL STATEMENTS

For the year ended 31/3/26

Policy Centre for African Peoples (PCAP)

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For the year ended 31/3/26

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REPORT OF THE TRUSTEES
For the year ended 31/3/26

The trustees present their report and the independently examined financial statements of the charity for the year ended 31 March 2026.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity Number
1131139

Address
Units 24 & 35
St Olav's Court
London
SE16 2XB

Trustees

Note: Throughout 2025 and 2026, PCAP carried out a strategic and governance review that resulted in the updating of its governing document, and the recruitment of new Trustees to steer the charity through this new strategic direction. Dr Thelma Okey-Adibe (06/07/2022 – 23/01/2026), Mr Olajide Alabi (21/07/2022 – 23/01/2026), Mr Joshua Aghadiuno (12/08/2022 – 23/01/2026), Ms Antonique Afonso (10/02/2023 – 23/01/2026), and Dr Eneless Nyoni (08/10/2024 – 23/01/2026) were replaced by the following new Trustees:

Dr Claude Bernard Tene Nengou, PhD – 24/01/2026
Ms Rayann Bryan, MSc – 24/01/2026
Mr Alain Bertin Ndee Mbe, MSc – 24/01/2026
Mrs Augustine Abila Medzo, MPhil – 24/01/2026

Independent Examiner
Andy Moore
Blaenpentre
Swyddffynnon
SY25 6AW

STRUCTURE, GOVERNANCE AND MANAGEMENT

The charity is a Charitable Unincorporated Association registered with the Charities Commission.
The charity is governed by its Trustees

Trustees selection

There must be at least three trustees. If the number falls below this minimum, the remaining trustee or trustees may act only to call a meeting of the trustees, or appoint a new trustee. The maximum number of trustees is seven. The trustees may not appoint any trustee if as a result the number of trustees would exceed the maximum.

Risk Management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

Policy Centre for African Peoples (PCAP)

REPORT OF THE TRUSTEES
For the year ended 31/3/26

Objectives and activities

Please see the annual report

Public Benefit

In setting the objectives of the Charity and planning our activities, the trustees have paid due regard to the public benefit guidance published by the Charity Commission.

Achievement and Performance for the year.

Please see the annual report

Financial Review

Please see the annual report

Reserves Policy -

PCAP's policy is to build up from unrestricted funds £30,000 in reserves. It is calculated that this will cover the continuance of funding for core activities over a 6 month period and provide funding for unexpected opportunities or unplanned expenditure should these eventualities arise.

The £30,000 is currently aspirational as virtually all of PCAP's current funding is restricted. Alternative income streams allowing for suitable funding are being explored.

Approved by order of the board of trustees on and signed on their behalf by:
Alain Bertin Ndee Mbe – Trustee and Treasurer

25/05/2026

Alain Bertin Ndee Mbe

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
Policy Centre for African Peoples (PCAP)

CHARITY COMMISSION FOR ENGLAND AND WALES

Independent examiner's report on the accounts

Section A Independent Examiner's Report

Report to the trustees/ members of	Policy Centre for African Peoples (PCAP).		
On accounts for the period	1/4/25 to 31/3/26	**Charity no (if any)**	1131139

Responsibilities and basis of report

I report to the trustees on my examination of the accounts of the above charity for the period 1/4/25 to 31/3/26

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

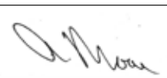
Independent examiner's statement

I confirm that I have the requisite skills and experience to conduct the Independent Examination for this charity to the standards required as set out in Appendix 5 of CC32. Although retired from practice as an accountant and as a member of a listed professional accountancy body, I continue to conduct a number of examinations on a voluntary basis every year. I also confirm that I am independent of the charity as set out in Direction 2 of CC32.

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

1) accounting records were not kept in accordance with section 130 of the Act; or
2) the accounts do not accord with the accounting 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.

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

Signed:		**Date:**	28/5/26
Name:	Andy Moore		
Address:	Blaenpentre, Swyddffynnon, Ystrad Meurig, SY25 6AW		

Policy Centre for African Peoples (PCAP)

STATEMENT OF FINANCIAL ACTIVITIES
For the year ended 31/3/26

	Notes	Unrestricted Funds £	Restricted Funds £	2026 Total Funds £	2025 Total Funds £
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary Income		278	76919	77196	145392
Investment Income	**4**	89	0	89	531
Total Incoming resources		367	76919	77285	145922
RESOURCES EXPENDED					
Charitable activities					
Charitable activities		317	101359	101676	160211
Governance costs		0	2500	2500	2126
Total resources expended		317	103859	104176	162337
NET INCOMING RESOURCES BEFORE TRANSFERS		50	-26940	-26890	-16415
Gross transfers between funds		-500	500	0	0
Net Incoming/(outgoing) resources		-450	-26440	-26890	-16415
RECONCILIATION OF FUNDS					
Total funds brought forward		890	26440	27330	43745
TOTAL FUNDS CARRIED FORWARD		440	0	440	27330

The notes form part of these financial statements

Policy Centre for African Peoples (PCAP)

STATEMENT OF FINANCIAL POSITION/BALANCE SHEET
For the year ended 31/3/26

	Notes	Unrestricted Funds £	Restricted Funds £	2026 Total Funds £	2025 Total Funds £
CURRENT ASSETS					
Debtors	**7**	0	0	0	0
Cash at bank and in hand		440	0	440	27330
		440	0	440	27330
CREDITORS					
Amounts falling due within one year	**8**	0	0	0	0
NET CURRENT ASSETS		440	0	440	27330
TOTAL ASSETS LESS CURRENT LIABILITIES		440	0	440	27330
NET ASSETS		440	0	440	27330
FUNDS	**9**				
Unrestricted funds				440	890
Restricted funds				0	26440
TOTAL FUNDS				440	27330

The financial statements were approved by the Board of Trustees on..... and were signed on its behalf by:

.....
Trustee

The notes form part of these financial statements

1. General information

The charity is a public benefit entity and a registered charity in England and Wales

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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 2024) (Charities SORP 26 (FRS 102 2024)) and the Charities Act 2011.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified, if required, by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.
The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

There are no material uncertainties about the charity's ability to continue. The Trustees are confident that the implementation of PCAP's 2026 – 2036 Growth and Resilience Strategy, from May 2026 onwards, will promptly result in the raising of new funding, and the consolidation of the charity's operations.

Judgments and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgments, estimates and assumptions that affect the amounts reported. These estimates and judgments are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.
Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.
Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

• income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.

• legacy income is recognised when receipt is probable and entitlement is established.

• income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.

• income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

3. (cont) Accounting policies (continued)

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

• expenditure on raising funds includes the costs of all fundraising activities, events, noncharitable trading activities, and the sale of donated goods.

• expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.

• other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Financial instruments

A financial asset or a financial liability is recognised only when the charity becomes a party to the contractual Provisions of the instrument.
Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs.
Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.
Debt instruments are subsequently measured at amortised cost.
Where investments in shares are publicly traded or their fair value can otherwise be measured reliably, the investment is subsequently measured at fair value with changes in fair value recognised in income and expenditure. All other such investments are subsequently measured at cost less impairment.
Other financial instruments, including derivatives, are initially recognised at fair value, unless payment for an asset is deferred beyond normal business terms or financed at a rate of interest that is not a market rate, in which case the asset is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.
Other financial instruments are subsequently measured at fair value, with any changes recognised in the statement of financial activities, with the exception of hedging instruments in a designated hedging relationship.
Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised.
For all equity instruments regardless of significance, and other financial assets that are individually significant, these are assessed individually for impairment. Other financial assets are either assessed individually or grouped on the basis of similar credit risk characteristics.
Any reversals of impairment are recognised immediately, to the extent that the reversal does not result in a carrying amount of the financial asset that exceeds what the carrying amount would have been had the impairment not previously been recognised.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

4. INVESTMENT INCOME

	2026	2025
	£	£
Deposit account interest	89	531

5. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor the year ended 31 March 2026 other than the cost of the annual strategic retreat. 2026 £2500 & 2025 £2126.

Trustees' expenses

	2026	2025
	£	£
Trustees' expenses	0	0

6. STAFF COSTS

	2026	2025
	£	£
Wages and salaries	122373	76240

	2026	2025
Head count: Salaried Staff	6	7
Head count: Other Staff (Volunteers)	9	8
	15	15

No employee received emoluments in excess of £60,000 in 2025/26 (1 in 2024/25)

7. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2026	2025
	£	
Other debtors	0	0

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2026	2025
	£	
Bank loans and overdrafts	0	0
Other creditors	0	0
	0	0

Policy Centre for African Peoples (PCAP)

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31/3/26

9 MOVEMENT IN FUNDS

	At 1.4.25	Net Movement in funds	Transfers between funds	At 31.3.26
	£	£	£	£
Unrestricted funds				
General fund	890	50	-500	440
Restricted Funds				
National Lottery/Hope After Covid	26010	-26010	0	0
City Bridge Foundation L4 Hope Network	430	-930	500	0
	0	0	0	0
Total restricted	26440	-26940	500	0
TOTAL FUNDS	27330	-26890	0	440

Net movement in funds, included in the above as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	367	-317	50
Restricted Funds			
National Lottery/Hope After Covid	32566	-58576	-26010
City Bridge Foundation L4 Hope Network	44353	-45283	-930
			0
Total restricted	76919	-103859	-26940
TOTAL FUNDS	77285	-104176	-26890

10 Related parties

There were no related party transactions in the year requiring disclosure under FRS 102 2024.

Policy Centre for African Peoples (PCAP)

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31/3/26

The schedule below does not form part of the statutory financial statements

	2026	2025
	£	
INCOMING RESOURCES		
Voluntary income		
National Lottery	32566	64905
Widening Participation	0	4800
Paul Hamlyn	0	33000
City Bridge Foundation	44353	32395
Garfield Weston	0	10000
Other	278	293
	77196	145392
Investment Income	89	531
	77285	145922
RESOURCES EXPENDED		
Charitable activities		
Staff costs	76260	122373
Consultants	2935	4756
Publicity	785	952
Project costs	6704	13468
Volunteer costs	1600	1516
Insurance	706	492
Premises	12370	15738
Other	317	916
	101676	160211
Governance costs		
Trustees' expenses	0	0
Trustees' strategic retreat	2500	2126
Independent Examination	0	0
	2500	2126
Support costs		
Finance	0	0
Bank charges	0	0
Total resources expended	104176	162337
Net income	-26890	-16415

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APPENDIX I – STRATEGIC GROWTH AND RESILIENCE ACTION PLAN FOR THE FORTHCOMING 3 YEARS (2026 – 2029)

PCAP's strategic growth and resilience action plan and goals over the next 3 years are as follows:

The strategic objectives and indicators throughout the forthcoming 3 years include:

STRATEGIC GOAL	2026 – 2027	2027 – 2028	2028 – 2029
Number of African or disadvantaged leaders trained	20	30	100
Number of organisations trained	12	20	60
Number of African or disadvantaged people of all ethnic origins trained/ engaged with trough partners	200	400	1,000
Number of UK systemic change partners	3	6	10
Number of UK paid staff members	4 (2 full-time)	8 (4 full-time)	12 (6 full-time)
Annual turnover	£231,504	£425,103.5	£576,253.5

Objective 1:
To consolidate PCAP as a leadership development organisation specialising in training African leaders and disadvantaged leaders of all ethnic origins

Indicators

1.1.1 A minimum of 10 leaders enrolled by Q2 2026 and 20 by Q2 2027.
1.1.2 At least 20 leaders as graduates and part of the PCAP partnership network by Q4 2027.
1.1.3 A minimum of 60 leaders as graduates and part of the PCAP partnership network by Q1 2029.

Objective 2:
To strengthen PCAP's status as a capacity building and social engagement entity for organisations serving African individuals and disadvantaged people of all ethnic origins

Indicators

2.1.1 At least 12 organisations trained and 200 people engaged with by Q3 2027.
2.1.2 A minimum of 20 organisations trained and 400 people engaged with by Q2 2028.
2.1.3 A minimum of 30 organisations trained and 1,000 people engaged with by Q2 2029.

Objective 3:
To enhance PCAP's systemic change capacity

Indicators

3.1.1 At least 3 operational systemic partnerships by Q2 2027.
3.1.2 A minimum of 6 operational systemic change partners by Q2 2028.
3.1.3 A minimum of 10 operational systemic change partners by Q2 2029.

Objective 4:
To increase PCAP's human and financial resources

Indicators

4.1.1 At least 4 paid staff members by Q4 2027 and 8 by Q4 2028.
4.1.2 A turnover of over £200,000 in 2027 and over £400,000 in 2028.
4.1.3 A minimum of 12 paid staff members in 2029 and a turnover of over £500,000 by 2029.

APPENDIX 2 – OPERATIONAL TEAM

Sylvie Aboa-Bradwell, MPhil – Sylvie Aboa-Bradwell is a multi-award-winning educator, leader, coach and mentor with a Master's of Philosophy in Postcolonial Studies from the Complutense University of Madrid, a Diploma in International Development from Birkbeck, University of London, and a Certificate in Science of Wellbeing from Yale University. She founded PCAP in 2008, stepped down as Trustee in 2009 to avoid any conflict of interest, and has been working as its Executive Director since. She is fluent in English, Spanish, French and several African languages.

Zubeir Woozeer, MSc – Zubeir Woozeer holds an MSc in Global Governance and Ethics from UCL and a BA in International Development from KCL. He first worked with PCAP in the King's Civic Challenge where PCAP and King's students collaborated successfully to develop the Hope After Covid project in 2020-21. He then served as PCAP's Engagement Officer until 2025. Zu left us with precious memories of his outstanding commitment to PCAP, his professionalism, and his passion for social justice and change.

Lee-Anne Coe, BA – Lee-Anne Coe has over 15 years of experience in social care, and holds a BA in Social Science and a Level 6 qualification in Careers, Information, Advice, and Guidance. She served as Training Officer and Programmes Director at PCAP between 2024 and 2025.

Abigail Joseph, MPhil – Abigail Joseph served as PCAP's London Training Officer in 2025. She has a BA and MPhil in Sociology from Goldsmiths and the University of Cambridge, respectively. Alongside her work at PCAP, Abigail works as a social impact consultant. Prior to this, she worked at an architectural consultancy as well as founding and managing social enterprises in London and Copenhagen.

Richard Ekem, MBA – Richard Ekem's experience emanates from working as an Accountant, Auditor and project officer for over 12 years. He served as Accounting and Project Officer at PCAP between 2025 and early 2026, and is now helping as a volunteer. He holds a BBA in Accounting, MBA in Finance and PMP Certified. His extensive background enables him to provide systems of control to ensure accountability and transparency of operations at PCAP.

Srabanee Bhattacharjee, MFM – Srabanee Bhattacharjee, a motivated accounting and finance graduate, possesses a Master's in Financial Management and a BBA (major in Finance). She worked as PCAP's Admin Officer between 2025 and early 2026.

Sonny Hawkins – Sonny Hawkins joined PCAP as an IT volunteer in October 2021, bringing a strong mix of technical and creative skills. Originally in graphic design, he later qualified as an IT Systems Engineer at university before expanding into full-stack web development and infrastructure support. He built and continues to manage PCAP's website, ensuring it remains secure, reliable, and easy for the team to use. Sonny is also a great example of how organisations benefit when neurodiverse talent is recognised and supported.

Kapungwe Mbaluku – Kapungwe Mbaluku has over 15 years of experience in Monitoring and Evaluation, Photography, and Graphic Design, Kapungwe combines analytical expertise with creative excellence. She volunteers at PCAP, contributing her skills toward meaningful community impact. Her qualifications include an International Diploma in Computer Hardware and Network Engineering, certifications in Graphic Design and Psychosocial Counselling, and A1 and A2 French certifications. Passionate about Mental Health and Cognitive Behavioural Therapy, she empowers individuals and supports lives aligned with PCAP's mission.

Steve Chijou, BA – Steve Chijou holds a Bachelor's degree in Accountancy and serves as Social Media and Admin Volunteer at PCAP. He supports digital engagement, content development, and administrative coordination to strengthen the organisation's outreach and visibility. With a strong interest in accountability, communication, and community development, Steve is committed to promoting PCAP's mission of empowering individuals through education, leadership, and engagement.

APPENDIX 3 – ADVISORY COMMITTEES' VOLUNTEERS

Christopher Buckwell, BA – Christopher Buckwell has been a participant in PCAP's activities for over a decade, and served as a trustee between February 2018 and September 2021. A lawyer by background, he is in an ideal position to provide advice, leadership and any relevant input on programmes that have social and legal dimensions. As a long-time community activist, Parish and Borough Councillor in Medway, Kent, Chris has extensive experience and skills pertaining to community representation, including assessing and advocating community needs.

Yeukai Taruvinga, BSc – Yeukai Taruvinga is the Founder and CEO of Active Horizons, a Bexley-based charity created in 2006, which promotes youth engagement and leadership development. She has an outstanding track record as a community leader, and a catalyst for the education, training and empowerment of young adults initially in Bexley, and now throughout the UK.

Tom Bamford, MBA - Tom Bamford is a corporate lawyer and management consultant with over a decade of work experience in the professional services space. He has advised companies on a range of strategic, operational, legal and transactional matters across EMEA and has spent time volunteering in schools and communities in Africa. He is passionate about development and holds a BSc in Politics and Economics from the University of Bath, a graduate LLB and an MBA from IESE Business School.

CONTACT DETAILS

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