

HOSPICE CARE KENYA
ANNUAL REPORT AND ACCOUNTS
2020 - 21

Company Number 07540244

Charity Number 1141469

Hospice Care Kenya
Annual Report and Financial Statements 2020 - 2021

Table of Contents

Background.....	3
Objectives and Activities.....	3
Achievement and Performance	4 -9
Structure Governance and Management	10
Financial Review.....	10
Policy on Reserves.....	11
Acknowledgements.....	11
Independent Examiner’s Report	12
Statement of Financial Activity	13
Balance Sheet.....	14
Statement of Cash Flows	14
Notes to the Financial Statement	15 - 18

Organisation Details

Patrons

Lord Carey of Clifton
Professor Sir Michael Richards

Archbishop Desmond Tutu
Mr Michael Wooldridge, OBE

Trustees

Dr Sally Hull, Chair
Mr David Worthington
Dr Michael Hughes
Dr Michael Smalley, Vice Chair
Sarah Onyango
Suzanne Stevenson
Yvonne Sanders Hon. Treasurer

Staff

Mrs Lee Barker, Director
Mrs Catherine Nelson

Registered Office

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Bankers

CAF Bank Ltd,
Kings Hill, West Malling, Kent ME19 4TA

Examining Accountant

B C Lloyd FCA
Ashfield, Bradley Lane, Bradley, Stafford ST18 9DP

Background

Hospice Care Kenya (HCK) is a registered UK charity. It was founded in 1991 to support the newly-opened Nairobi Hospice, Kenya's first hospice for palliative care. Today there are more than 70 hospices and palliative care services in Kenya, and the Kenyan Government has begun to provide units in regional hospitals.

HCK raises funds in the UK to support the development and delivery of palliative care in Kenya by responding to specific requests for funding from hospices and other palliative care units.

Objectives and Activities

1. To raise funds and public awareness for:

- The work of the hospices and palliative care units in Kenya. In total there are now 72 hospices or palliative care units in Kenya, including PC units within 30 Government hospitals. These are for the benefit of the residents of Kenya and directed towards the treatment care and counselling of persons who are terminally ill with cancer or other incurable diseases;
- The counselling of their families and close associates;
- The education and the training of those providing or involved with such treatment, care and counselling.

2. To act as an agency for UK grant-making bodies working through charities to support projects overseas.

In setting our programme each year we have regard to both the Charity Commission's general guidance on public benefit and prevention and relief of poverty for the public benefit. The trustees always ensure that the programmes we undertake are in line with our charitable objects and aims.

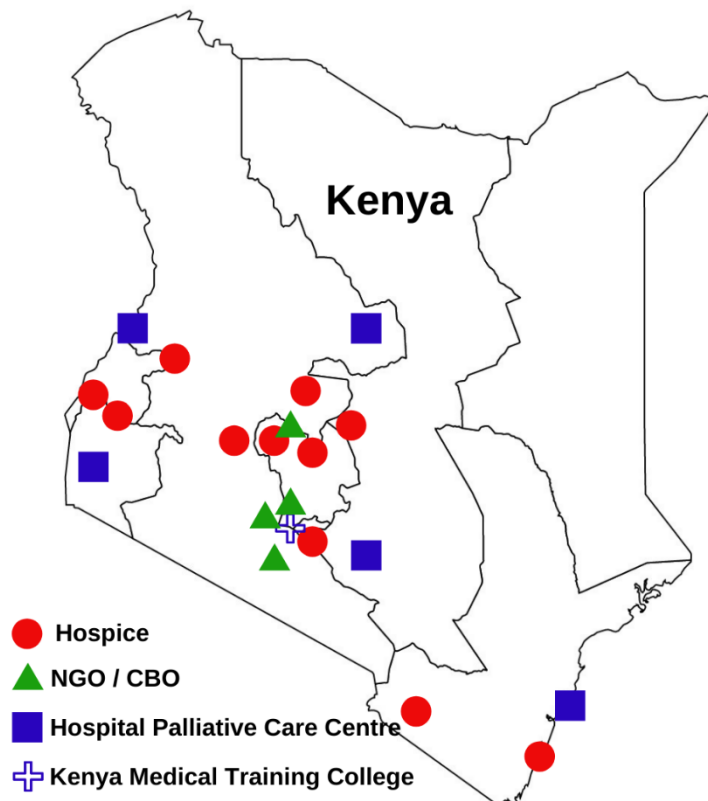
In the year 2020 - 21 we continued to review our grant making policy and the monitoring processes to ensure that our funds are used effectively to make a difference to people in Kenya who need palliative care.

In carrying out these objectives and planning activities the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit and to the obligations placed upon us by Section 17 of the Charities Act 2011 and confirm that we have complied with the duty placed upon us by the Act.

Achievement and performance

We have been immensely gratified that even during the corona virus pandemic this year supporters were still generously giving to support projects in Kenya. We have been liaising closely with partners in Kenya and although some projects were deferred or delayed as detailed below most partners are now managing to provide services with added precautions and use of PPE. We have therefore not been greatly impacted by the pandemic and believe that most planned activities will be able to be delivered in the coming year.

In 2020/2021 we supported the development and delivery of palliative care across 17 of Kenya's 47 counties, by supporting 21 hospices, palliative care centres and training programmes.



We supported 414 Community Health Volunteers across 11 counties with training and to provide home-based palliative care to patients in their communities.

During 2020/21 the Covid-19 pandemic made life even more difficult for people in Kenya who live with cancer and depend on palliative care services. Lockdown travel restrictions prevented many patients from reaching a hospice and many reported being afraid or leaving their homes. The work of community health volunteers, who could easily reach out to patients in their communities, provide them with palliative care and teach them how to protect their fragile health from coronavirus, became even more vital.

Several planned training sessions were postponed during the first half of the year as a consequence of Covid-19 restrictions on movement and gatherings in Kenya, however training resumed with social distancing measures in place towards the end of 2020. Covid-19 awareness and prevention measures,

Hospice Care Kenya
Annual Report and Financial Statements 2020 - 2021

including use of personal protective equipment and how to care for vulnerable patients safely within the context of Covid-19, was incorporated into the training.

In Nakuru County we supported the training of 76 community health volunteers from 5 rural sub-counties. To enhance the referral system in the county and strengthen support for the community health volunteers, nurses trained in February 2019 were engaged in leading the training sessions. The training was well received as despite regularly caring for cancer patients the volunteers had no previous palliative care training and hadn't heard of the hospice.



Community Health Volunteers training at Nakuru Hospice in February 2021

The first set of 20 Community Health volunteers, trained under our project funded with UK aid from the UK government, were trained in Uhembo, Siaya County in March 2021. The volunteers were issued with home-based care kits, providing them with essential supplies to enable them to provide palliative care in their communities.



Community Health Volunteers training in Uhembo, Siaya County, in March 2021

In addition, in May 2020 we supported a group of 16 previously trained community health volunteers from Nanyuki to participate in training on Covid-19 awareness. They went on to work within the Ministry of Health Covid-19 awareness programme.

Anitah, Nanyuki Community Awareness Volunteer:

Hospice Care Kenya
Annual Report and Financial Statements 2020 - 2021

"The training was of great help and an eye opener for me. I got to understand clearly why we are wearing masks, social distancing, washing hands, staying home and avoiding crowded places. I have managed to talk to many people on how to stay safe by putting these measures into action."

Lucy, Nanyuki Community Awareness Volunteer:

"I have been on the ground educating people whom I meet to wear a mask and to wear it properly. I tell them how important it is and have been doing this to every person I meet".

To further enable the work of volunteers we supported 30 community health volunteers working in remote Maasai communities of Kajiado County with the provision of face masks and mobile phone credit for patient follow up and to provide regular support and advice to the volunteers.

We supported 228 general health professionals from government hospitals to participate in short courses in palliative care

An increased number of health workers with knowledge and skills in palliative care increases access to essential care for patients and helps to facilitate referrals into and out of palliative care services for patients in need. Training this year has also focussed on Covid-19 prevention and how to manage patients safely.

We supported our partner, Kenya Hospice and Palliative Care Association, to train a group of 20 community health assistants in Olkalou, Nyandarua County, as trainers in palliative care. Through this new model of 'Training for Trainers' we hope that these Ministry of Health Community Health Assistants will go on to provide further training and support to the community health volunteers across the county. We will follow up the impact of this initiative over the next year. The trained community health assistants have already organised and engaged community health volunteers in joint community awareness events on early breast and cervical cancer screening.

We provided partial sponsorship for 35 health professionals to study an 18-month Higher National Diploma in Palliative Care Nursing.

The delivery of the Diploma course at Kenya Medical Training College (KMTC) has been a challenge this year due to the Covid-19 pandemic. During most of 2020, KMTC was closed and the course was delivered online. The transition to online learning was a success, however some students noted it brought new challenges such as poor internet connection and a lack of opportunity for interaction with other students. We supported all students enrolled on the KMTC diploma course with a small contribution towards their course fees. The 13 students enrolled in September 2019 are due to graduate in summer 2021, and the September 2020 intake of 18 students is progressing well.

"I Penninah Mutua, appreciate my course of higher diploma in palliative care at KMTC Nairobi. I have learned and acquired a lot of knowledge and skills about palliative care to both patients and careers. Have also learned and understood all what is palliative care is about and not like before."

Feedback shared from KMTC about former diploma students sponsored by Hospice Care Kenya back to 2014 shows that many have gone on to work as nurse managers of palliative care units across Kenya.

Hospice Care Kenya
Annual Report and Financial Statements 2020 - 2021

We have also supported 4 students working as nurses in independent hospices with 50% sponsorship towards their fees for a Diploma in Palliative Care nursing at Nairobi Hospice. The students have passed their first two theory blocks and are due to graduate in July 2021.

Home based care of house-bound and isolated patients was supported from 16 hospices, providing access to palliative care across large areas of 15 counties. Hospice nurses carried out over home visits reaching 1,052 patients and their families.

In early 2020 Covid-19 caused home visits to be temporarily suspended whilst our hospice partners adapted their procedures to be Covid safe and obtained PPE. The Covid-19 pandemic posed a serious threat to those made vulnerable by a life-limiting condition. Many patients do not have the knowledge or means to protect themselves and fear making the journey to a hospice or palliative care centre to access care, leaving them extremely isolated and lacking the care and pain medication they require. Our support to home visits became even more vital.

Our support to home visits from Malindi Palliative Care unit meant their service utilisation increased by 20% despite Covid-19. An increased number of clients were managed effectively for symptoms and pain, especially those with moderate to severe pain, evidenced by a 35% increase in morphine and analgesics consumption.



Home visits from nurses of Busia Hospice (left), Malindi Palliative Care Unit (centre) and Meru Hospice (right)

We supported 3 centres to run regular support groups and day care sessions, reaching over 185 patients

This year socially distanced support group meetings have been an immense source of encouragement and support for many patients. Patients are invited to monthly meetings to meet others and share their stories. This was an opportunity for nurses to train patients to better manage their condition and keep as healthy as possible. Crucially, patients were provided with face masks and trained how to protect themselves from Covid-19 through social distancing and regular hand washing.

“Day care gives patients an opportunity to challenge each other as a means of building self-esteem and reducing destructive responses due to their conditions.”

Elijah Musau, Head of Machakos Palliative Care Unit

“Thank you for giving us this knowledge. We have suffered a great deal in the community since we didn’t know our rights.”

A Machakos patient talking about a session on legal issues and will writing

Patients at Machakos PCU day care

“When I was diagnosed with breast cancer I used to hate myself and wondered why I was living, but the day I heard others share their stories, my thoughts changed and I now see better days ahead”

A Machakos PCU support group member shares her story



Socially distanced support group meeting at Malindi PCU. Nurse Sophie told us that *“even the very sick attend as they are hungry for knowledge”*.



Renovations of Siaya Roselyne Hospice

We helped Siaya Roselyne Hospice make some minor renovations to the hospice building. The hospice underwent a full repaint and plumbing repairs, including new sinks, toilets and gutters. New screens and patient couches were also installed. The hospice is now a more welcoming and comfortable space for patients.

Siaya Hospice nurse and co-ordinator, Elizabeth Odalo, told us;

“The Hospice was in bad shape as since it was built in 2010 no maintenance had been done. There were breakages to sinks, toilets and doors which needed to be repaired. The furniture had become torn

Hospice Care Kenya
Annual Report and Financial Statements 2020 - 2021

and broken. The hospital donated three beds but no mattresses. We needed the mattresses because sometimes we are overwhelmed by patients who can't sit but need to lie down.

The Hospice is now very beautiful, the toilets are comfortably usable and the sinks are perfect. Thank you very much Hospice Care Kenya for the continued support."



We helped 120 children with cancer to receive curative chemotherapy and treatment for free

Working with Kenyan partner organisation Hope for Cancer Kids, we contributed to the cost of national health insurance premiums for 120 children from the poorest families, entitling them to free cancer treatment.

"Were it not for financial intervention of H4CK my son would have been no more since I could not afford such treatment."

Mulwani Asibigo Omungu, father of Derrick who was diagnosed with Acute Lymphoblastic Leukaemia

New funding partnerships

This year we announced our new project funded with UK aid from the UK government, after passing a rigorous due diligence assessment. In partnership with Ongata Ngong Palliative Community Care, Nairobi Hospice and Siaya Roselyne Hospice, the project which started in January 2021 will improve the lives of people affected by cancer and life-limiting illness through the development of community-based palliative care in Siaya, Kajiado and Nairobi counties. Over the next two years we will train 225 community health volunteers, support them to raise awareness of cancer with a focus on cancers affecting women, and train them to provide life-changing home-based palliative care.

In June 2020, BBC Radio 4 broadcast an enormously successful appeal on our behalf. Presented by BBC broadcaster and Hospice Care Kenya patron, Mike Wooldridge OBE, our appeal raised an incredible £31,793 to train and support community health volunteers who will provide compassionate palliative care across Kenya.

The lives of more than 3,000 people with life-limiting illnesses were improved through direct provision of palliative care or through accessing quality care from trained health workers.

Structure, Governance and Management

Hospice Care Kenya Ltd is a company limited by guarantee, company number 07540244 and is registered in England as a charity, registration number 1141469. The Company was incorporated on 23rd February 2011 and is governed by its Memorandum and Articles of Association of the same date. On 1st April 2011 the Company took over the assets and liabilities of the former charity, Hospice Care Kenya, charity registration number 1001709. The Company is managed by a Board of unpaid Trustees, who act both as Directors of the Company for the purposes of the Companies Act 2006 and Trustees of the Charity for the purposes of the Charities Act 2011. All of the activities of the Charity are classed as continuing. The Trustees have pleasure in presenting their report and the independently-examined financial statements of the Company for year ended 31st March 2021 in accordance with the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice 2015 (FRS 102).

Recruitment and Appointment of Trustees

When there is the requirement to appoint a trustee personal contacts and networking are used first of all to find suitable candidates. This year we were unsuccessful in finding new trustees through these means and so we advertised for potential trustees to fill identified skills gaps. The appointments will be made in the next year. The appointment of a trustee has to have the unanimous agreement of the existing trustees. New trustees are briefed on the objects of the Trust and the Memorandum and Articles governing its activities. All new Trustees are required to sign a Trustee Declaration and Code of Conduct.

Financial review of the accounting period 1st April 2020 to 31st March 2021

The main activity of the charity was raising funds to support the provision and delivery of palliative care in Kenya. Total income was £134,721 (2020 £55,124). We are supported generously by donations from individuals which this year included a successful appeal on BBC Radio Four. Donations amounted to £69,158 including a legacy of £21,250 (2020 £1,000). Given the current circumstances we are very grateful for this continued support and in particular to those many donors giving regularly by standing order.

Due to the efforts of our fundraiser the charity again secured income from Trusts and Foundations including a successful application for a two year Small Charities Challenge Fund grant from the Foreign, Commonwealth and Development Office which started towards the end of the year. In total we were grateful to receive £42,095 (2020 £24,300) in the year.

During the current Corona virus crises our supporters were unable to undertake any fundraising events on our behalf. We did receive £2,106 in celebration of Liz Salmon's 90th birthday. (2020 £805)

During the year we reviewed our grant giving policy and timetable and the February grant round has been moved to April. We are carrying forward funds designated. for grants of £51,645 (2020 £10,791). Including the first quarter grants paid under the FCDO project grants made in the year were at £46,388 (2020: £32,591) and a full list of the grantees is shown at note 6 (page 17) of the financial statements.

Policy on Reserves

The Trustees reviewed the Reserves Policy in the year and decided that in order to mitigate the risk of unforeseen circumstances or unexpected falls in income it is prudent to hold an amount of £14,000 in reserves. Funds over this amount will be held in a designated reserve from which grants will be paid.

Acknowledgements

The following trusts and organisations have made welcome donations

Ofenheim Charitable Trust	Michael and Harriet Maunsell Charitable Trust
Hawthorne Charitable Trust	Willoughby-Thompson Trust
Arimathea Trust	Souter Trust
Paget Trust	Sir H and Lady Huntington-Whitely Charitable Trust
ARCAID	Mildenhall Charitable Trust
Beatrice Laing Trust	Rhododendron Trust
Fulmer Trust	Rest Harrow Trust

The charity is grateful to those individuals and organisations who have given us significant financial support during the year either through personal donations or raising funds on our behalf as Friends of Hospice Care Kenya:

E Salmon our ex Chair who sadly died this year.

I & G Sloan	S Newton
M Glover	A Good
S Hull	R Codling
C Ritchie	B C Lloyd
I Mylam	C Norton

Signed on behalf of the trustees

Y Sanders Honorary Treasurer
23rd April 2021

Hospice Care Kenya
Annual Report and Financial Statements 2020 - 2021

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF HOSPICE CARE KENYA

My report on the accounts of the Company for the year ended 31 March 2021, which are set out on pages 13 to 18, is in respect of an examination carried out under s.43 of the Charities Act 1993.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND EXAMINER

The charity's trustees (who are the directors for the purposes of company law) are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act
- to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act and
- to state whether particular matters have come to my attention

BASIS OF INDEPENDENT EXAMINER'S REPORT

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those set out in the statement below

INDEPENDENT EXAMINER'S STATEMENT

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that in any material respects the requirements
 - to keep accounting records in accordance with section 130 of the Charities Act; and
 - to prepare accounts which accord with the accounting records and to comply with the requirements of the Charities Acthave not been met; or
- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



18th April 2021

B C Lloyd FCA
Ashfield, Bradley Lane
Bradley, Stafford
ST18 9DP

Hospice Care Kenya
Annual Report and Financial Statements 2020 - 2021

HOSPICE CARE KENYA Registered Charity 1141469 Company Registration Number 07540244

STATEMENT OF FINANCIAL ACTIVITIES (including Income and Expenditure Account)
FOR THE YEAR ended 31st March 2021

	<u>Note</u>	Unrestricted £	Restricted £	TOTAL FUNDS £	2020 £
Income and endowments from					
<i>Donations and Legacies</i>					
Donations		37,366	31,792	69,158	28,363
Legacy		21,250	-	21,250	1,000
<i>Charitable Activities</i>					
Trust Income		8,200	33,895	42,095	24,300
<i>Other Trading Activities</i>					
Events		2,106	-	2,106	805
Sale of Goods		100	-	100	610
Investment Income – bank interest		12	-	12	46
Total Income and Endowments		69,034	65,687	134,721	55,124
Expenditure on:					
<i>Raising funds:</i>					
Fund raising costs of grants and donations	3	8,841	-	8,841	7,857
<i>Charitable activities:</i>					
Grants made to Kenya	6	10,362	36,026	46,388	32,591
Other Expenditure	3	10,785	-	10,785	11,763
Total resources expended		29,988	36,026	66,014	52,211
Exchange rate variance		-	2,320	2,230	(33)
Net income being net movement in funds		39,046	31,981	71,027	2,880
Reconciliation of funds:					
Total funds brought forward		24,791	-	24,791	21,911
Transfer from restricted		1,808	(1,808)	-	-
Total funds carried forward		65,645	30,173	95,818	24,791

Hospice Care Kenya
Annual Report and Financial Statements 2020 - 2021

HOSPICE CARE KENYA Registered Charity 1141469 Company Registration Number 07540244

BALANCE SHEET 31st March 2021

	<u>Note</u>	2021	2020
		£	£
Current assets			
Debtors and Payments in Advance	4	295	85
Cash at Bank		95,783	24,825
		96,078	24,910
Creditors: amounts falling due within one year	5	(260)	(119)
Net current assets		95,818	24,791
Net assets		95,818	24,791
Which represent :-			
Unrestricted Funds			
- General funds		14,000	14,000
- Designated funds		51,645	10,791
Restricted Funds		30,173	-
Total charity funds	7	95,818	24,791

STATEMENT OF CASH FLOWS for the Year Ending 31st March 2021

	£	£
Opening Cash Balance		24,825
Operating Activities		
Receipts from raising funds	126,964	
Gift aid received	7,745	
Other Debtor payments	34	
Payments made	(19,729)	
Grants paid to Kenya	(46,388)	
Movement from operating activities	68,626	
Investing activities – bank interest	12	
Exchange rate variance	2,320	
Net movement		70,958
Closing Cash Balance		95,783

Hospice Care Kenya
Annual Report and Financial Statements 2020 - 2021

For the year ended 31st March 2020 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Signed on behalf of the board of directors

These financial statements for the year ended 31st March 2021 as set out on pages 13 to 18, were approved by the Trustees on 23rd April 2021 and signed on their behalf by

Sally Hull
Chair

Yvonne Sanders
Honorary Treasurer

Hospice Care Kenya
Annual Report and Financial Statements 2020 - 2021

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st March 2021

1. INCORPORATION

The company was incorporated on 23rd February 2011, registered number 07540244, limited by guarantee. It took over the assets and liabilities of the former charity, registered number 1001709 on 1st April 2011. The former charity was de-registered and the company was registered as a new charity, registered number 1141469. The name of the former charity, Hospice Care Kenya, has been retained.

2. ACCOUNTING POLICIES

a. Basis of Accounting

The financial statements have been prepared under the historical cost convention and on the accrual basis. They comply with the Statement of Recommended Practice.

b. Donations and Voluntary Income

All cash income is accounted for at the time of receipt.

c. Gift Aid

The estimated tax refund on Gift Aid donations is accounted for in the year of the receipt of the donations.

3. SUPPORT COSTS

The trust allocates its support costs between those incurred for raising funds and those incurred for carrying out the charitable activities of the trust as shown below.

	Fundraising	Charitable Activities	Total	2020
	£	£	£	£
Bank Charges	402	69	471	529
Fundraising Costs	2,001	-	2,001	1,224
Prof fees & Insurance	-	62	62	293
Newsletters	614	-	614	518
Office Costs	442	322	764	736
Travel	-	-	-	1,056
Staff Costs	5,353	10,304	15,657	15,207
Website	29	28	57	57
	8,841	10,785	19,626	19,620

4. DEBTORS

The amount of £295 (2020:£89) is the tax refund due calculated on Gift Aid still to claim and prepayment of insurance £244.

5. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

At the year end the charity had accrued £124 for pension costs (2020 :£104), £82 PAYE (2020 £15) and had trade creditors of £54 (2020 £0).

Hospice Care Kenya
Annual Report and Financial Statements 2020 - 2021

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st March 2021
(Continued)

6. GRANTS MADE TO KENYA

	2021 £	2020 £
<u>Busia Hospice</u>		
Training and running costs	-	2,838
<u>Cheptais Hospital</u>		
Training	2,447	-
<u>Coast Hospice</u>		
Running costs	1,954	-
<u>Homa Bay</u>		
Training	1,690	-
<u>Hope for Cancer Kids</u>		
NHIF funds	-	3,613
<u>KEHPCA</u>		
Running costs	-	3,845
Training	4,892	-
<u>Kenya Medical Training College</u>		
Scholarships for Diploma Palliative Care	2,233	-
<u>Laikipia Palliative Care Centre</u>		
Training and Existing Services	-	2,151
<u>Machakos PCU</u>		
Day care	-	2,003
<u>Malindi PCU</u>		
Developing Community Services	3,913	2,464
<u>Meru Hospice</u>		
Running costs	-	984
<u>Nairobi Hospice</u>		
Training community health volunteers	4,526	2,933
<u>Nakuru Hospice</u>		
Training community health volunteers	-	2,449
<u>Nanyuki Cancer Support Group</u>		
Training community health workers	2,251	2,164
<u>Nyeri Hospice</u>		
Training	2,429	978
<u>ONPAC</u>		
Training	5,389	1,956
<u>Ruiru Sub County Hospital</u>		
Training	-	1,963
<u>Siaya Hospice</u>		
Training of health volunteers	5,619	2,250
Upgrading facilities	1,955	-
	<u>7,574</u>	<u>2,250</u>
<u>St Mary's Medical Centre</u>		
Developing community services	2,932	-
<u>Taita Taveta County Hospital</u>		
Drugs and consumables	2,440	-
<u>Wamba PCU</u>		
Training	1,718	-
<u>Total Disbursed to Kenya</u>	<u>46,388</u>	<u>32,591</u>

Hospice Care Kenya
Annual Report and Financial Statements 2020 - 2021

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st March 2021
(Continued)

No Trustee received remuneration in the year. Due to the Corona Virus no costs for travel to meetings was incurred by Trustees (2020: £483)

There were no related party transactions

No member of staff has earned more than £60,000 in the year or the previous period.

The aggregate amount of employee benefits for key management personnel was £15,655 (2020: £15,200)

7. MOVEMENT IN FUNDS

	<u>Unrestricted</u>	<u>Restricted</u>	<u>Designated</u>	<u>Total</u>
As at 1 April 2020	14,000	-	10,791	24,791
Incoming Funds	-	65,687	69,034	134,721
	14,000	65,687	79,825	159,512
Outgoing Funds	-	(36,026)	(29,988)	(66,014)
Exchange Rate Variance	-	2,320	-	2,320
Transfers between Funds	-	(1,808)	1,808	-
As at 31 March 2021	14,000	30,173	51,645	95,818

The Trustees reserve policy is to hold £14,000 in reserve in general funds to cover unforeseen circumstances or unexpected falls in income. The remaining funds are designated for grant distribution.