



**HOSPICE CARE KENYA**  
**ANNUAL REPORT AND ACCOUNTS**  
**2017 – 2018**

Company Number 07540244

Charity Number 1141469

**Hospice Care Kenya**  
**Annual Report and Financial Statements 2017 -2018**

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**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  
Mrs Angelika Kitching, Hon. Treasurer  
Ruth Ogier  
Julia Strong  
Sarah Onyango (appointed 12/17)

**Staff**

Mrs Lee Barker, Director  
Mrs Catherine Nelson

**Registered Office**

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34 – 44 Britannia Street  
London  
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Web: [www.hospicecarekenya.com](http://www.hospicecarekenya.com)

**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 26 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 2017-18 we have reviewed our grant 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**

In carrying out our objectives in 2017 - 18 grants were given to the following organisations:

Busia Hospice	Training, staff	6,698
Busia Hospice	CHV Training	4,851
Kisumu Hospice	Morphine	2,052
Kisumu Hospice	Training	2,622
Kitale District Hospital	Development of palliative care unit	1,714
Kitale District Hospital	Training, running costs of existing service	723
KMTC	Sponsorship	4,000
Meru Hospice	Training, running costs of existing service	1,560
Nairobi Hospice	CHV Training	2,413
Nyeri Hospice	Running costs	1,997
ONPACC	Training, awareness raising	2,633
ONPACC	Training CHV's	1,431
Siaya Hospice	CHV Training	3,177
Viagenco (Mission hospital)	Integrating Palliative Care in Facility System	3,089
Webuye County Hospital	Training community health workers	2,652
<b>Total Grants Given</b>		<b>41,612</b>

### **Kenya Hospice and Palliative Care Association/ Kenya Medical Training College**

For five years we have sponsored students to undertake the Diploma in Palliative Care run by Kenya Medical Training College. In order to encourage students from the voluntary hospices to access the course in February 2017 we allocated £7,087 to sponsor 15 students to start in September 2017 and ringfenced five places for students from voluntary hospices. Not all five places were filled so we have retained £2,154 and in February 18 agreed to add a further £4,000 so that we have allocated £6,154 to fund scholarships for the September 18 intake. Many of the nurses trained go on to develop palliative care in their community and train community health workers and community health volunteers.

*“Thank you for the scholarship offer you granted me. It has enabled me to go through this palliative nursing care training smoothly which would not have been possible. I believe the knowledge and skills I will acquire will help me change the lives of many and the attitude toward client/patients and the community. I look forward to working with KEHPCA to improve palliative care nursing in my county.”*

### **Busia Hospice and Palliative Care Centre**

Busia Hospice has been providing palliative care services for three years in Busia county. It is staffed mainly by volunteers and operates from a room in Tanaka nursing home.

After one of their key nursing volunteers died in September 2017 we gave a grant of £6,698 to fund two nursing posts for a year and to enable them to send the two nurses and two volunteers on a five day palliative care training course. Peris the volunteer nurse who started the hospice said:

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*"I am really grateful for the financial support received, it made my work easier to serve patients with quality care by qualified staff and also by empowering more people with knowledge and skills on the care of the terminally ill patients through the training of volunteers and health professionals. This also expanded palliative care awareness both in the community and in health institutions where the nurses we trained are scaling up palliative care services."*

In February 2018 we gave a grant to support the training of 30 community health volunteers in six sub-counties of Busia.

#### **Kisumu Hospice**

Kisumu Hospice was registered and started operation in 1998 as a non-profit making Trustee Organisation. It provides both oncology and palliative care services. As well as developing palliative care services in their own region Kisumu have been instrumental in developing awareness and training in palliative care across in the wider community and support Siaya Hospice as well as founding the training of community health volunteers.

In September 17 we supported them with a grant to provide drugs and essential supplies and in March 18 we gave a grant to support the training of 30 community health volunteers .

Dr Onyango who founded the Hospice says:

*"The grant has made a big difference especially because of the increase in cancer cases we are seeing. It enables us to help patients like this 56 year old man. The patient said that he had been suffering since 2013 having undergone 4 operations followed by tumour recurrence every year after surgery. He came to our clinic due to severe pain and infections and complained of no sleep at all due to pain. We started pain control with morphine and already he says he can now sleep the whole night which he has not done for almost 4 years."*

#### **Kitale District Hospital**

A palliative care unit was established in Kitale District Hospital in 2014 to help patients from the surrounding areas access care without having to travel long distances. They regularly look after 30 patients but seek to develop their services and reach up to 100 patients from the wider surrounding areas. In September 2017 we gave a grant to help expand services including providing drugs and equipment and in February 2018 we gave a grant to support the training in palliative care of other medical personnel within the hospital. Esther the nurse who started the unit says:

*"We now have regular access to drugs. The service has been brought near to patients as opposed to earlier days before the program was rolled out in our facility. This has reduced the travelling cost burden on patients. With the expanding service two more people have been trained in palliative care and placed in the unit."*

#### **Meru Hospice**

Meru Hospice is a charitable trust which began operating in 2003, now offering palliative care to over 4000 cancer patients in addition to an extensive training programme. Through funding they received from us at the end of last year they trained 40 local youths in the community in the basics of palliative care and continued to provide home visits in the year. They saw a 45% increase in patient numbers. However they lost a significant international funder and the political situation in Kenya during the year

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meant that fundraising activities were hampered. In February we gave them a grant to support running costs and give them the breathing space to develop a fundraising plan.

**Nairobi Hospice**

Nairobi was the first hospice started in Kenya in 1991. Since then it has provided training for many health care professionals and community health workers. In June 17 we provided a grant to train 35 community health workers in the slum areas of Kenya. However due to the political situation they have not yet been able to provide the training.

**Nyeri Hospice**

Nyeri Hospice, founded in 1995, cares for terminally ill cancer and HIV/AIDS patients in Central Kenya. The number of patients have steadily increased over the years. Their services include home based care, day care, outpatient services, bereavement support, training, education and fundraising.

In September we provided a grant to support the running of day care including providing transport for patients to reach the hospice. Nyeri Hospice said that the grant has made a difference to patient lives because it has enabled them to meet together and for those who were thinking they were alone, they expressed confidence and never to lose hope in life. One of the needy patients appreciated the transport he has received to facilitate him come for stoma group day care. He said:

*“attending this support group has brought me from death bed to life, from a world of my own, loneliness and self-pity to a world of life, joy, friendship and healing.”*

**ONPAC – Ongata Ngong Palliative Care**

Ongata Ngong Palliative Care-ONPAC is a community based organisation registered in 2010. Service provision at ONPAC focuses on improving quality of life, controlling pain and other distressing symptoms and the provision of psychosocial support. Their aim is to build capacity through training community health workers in the basics of palliative care and home nursing.

In October 2017 we supported them to train 26 community health volunteers and four health professionals. One of the volunteers trained said:

*“I was happy to see doctors coming to visit and teach us on our health and how to care for our own. If they can give their time to us, I will avail myself for my community.”*

In February 2018 we gave a grant to support training of a further 30 community health workers.

**Siaya Hospice**

Siaya Roselyne Hospice and Palliative care unit is a satellite unit supported by Kisumu hospice. Since 2013 they have had regular training sessions for community health workers (CHWs) to help respond to the need in rural areas. Of their previous training grants they say:

*“The grant has brought so much difference to the communities we have trained because Palliative care is being implemented and also community health volunteers are referring patients to the Hospice”*

In June 2017 we gave a further grant to continue this programme and support community capacity building.

### **Viagenco Community Development and Support Organisation**

Viagenco is a charitable organisation providing palliative care services in Mbita sub-county. In September 2017 we gave a grant to train 10 health care professionals from other health facilities within the county on a three day palliative care course. The training was conducted in October and it was reported that Mr. Oyare the Medical Officer told the participants how lucky they were to have been called to get this rare training. He told them that it was now time to take good care of the terminally ill patients in their care and offer the best care at home or in their facility.

### **Webuye County Hospital**

This hospital has just started to develop a palliative care unit as there is no voluntary hospice providing services in their locality. In March 2018 we gave them a grant to train 30 health workers from facilities across the county.

## **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 23<sup>rd</sup> February 2011 and is governed by its Memorandum and Articles of Association of the same date. On 1<sup>st</sup> 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 31<sup>st</sup> March 2018 in accordance with the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice 2015.

### **Recruitment and Appointment of Trustees**

When there is the requirement to appoint a trustee personal contacts and networking are used to find suitable candidates. 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 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018**

The main activity of the charity was raising funds to support the provision and delivery of palliative care in Kenya. Total income was £55,490 compared with £56,619 in the previous period. We rely heavily on donations from individuals which this year amounted to £29,855 compared with £40,479 in the previous year when we received an exceptional donation of £11,000 from one individual. Given the economic 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 received more income from Trusts and Foundations this year and was grateful to receive £19,250 (2017: £13,509) in the year.



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We received a small legacy this year £895 (2017: nil) and conducted a campaign to raise awareness of the importance to the charity of legacy giving.

We have received support from Friends of Hospice Care Kenya who have helped us to raise funds and in particular a fundraising concert held at Malvern Priory organised by Gwyn and Ian Sloan which raised a total of £5081 through donations and ticket sales. We also have event income from regular Poetry in the Crypt Events organised by Nancy Mattson and Mike Bartholomew-Biggs. Total event income in the year was £4,418 (2017 £1,502).

During the year we disbursed £41,612 (2017: 45,530) and a full list of the grantees is shown at note 6 (page 14) of the financial statements.

### **Policy on Reserves**

The Trustees reviewed the Reserves Policy in the year and decided that it is prudent to hold an amount equivalent to six months running costs 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
Paget Trust	Souter Trust
Ashworth Trust	Sir H and Lady Huntington-Whitely Charitable Trust
Oakdale trust	Fulmer Charitable Trust
Austin Bailey Trust	Cumber Family Trust
Lorimer 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 continues to run events and make and sell marmalade for us

I & G Sloan for organising the Malvern Concert	S Newton
J Tearney	J Herbert-Stepney
S Hull	J Jordan
S Sansom	B C Lloyd

Mike Biggs and Nancy Mattson who run Poetry in the Crypt

The charity acknowledges the support of the Brandenburg Choral Festival series which each year supports the charity through ticket sales and collections at linked concerts.

Signed on behalf of the trustees

A Kitching    Honorary Treasurer

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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 2018, which are set out on pages 10 to 15, 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.



7<sup>th</sup> May 2018

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

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**STATEMENT OF FINANCIAL ACTIVITIES (including Income and Expenditure Account)**  
**FOR THE PERIOD 1<sup>st</sup> April 2017 to 31st March 2018**

	<u>Note</u>	Un- restricted £	Restricted £	TOTAL FUNDS £	Year ended 31 March 2017
<b>Income and endowments from</b>					
<b><i>Donations and Legacies</i></b>					
Donations		29,855	-	29,855	40,479
Legacy		895	-	895	-
Gift in Kind		-	-	-	2,000
<b><i>Charitable Activities</i></b>					
Trust Income		11,600	7,650	19,250	13,509
<b><i>Other Trading Activities</i></b>					
Events		4,418	-	4,418	1,502
Sale of Goods		1,049	-	1,049	1,046
<b><i>Investment Income</i></b> – bank interest		23	-	23	83
<b>Total Income and Endowments</b>		<b>47,840</b>	<b>7,650</b>	<b>55,490</b>	<b>58,619</b>
<b>Expenditure on:</b>					
<b><i>Raising funds:</i></b>					
Fund raising costs of grants and donations	<b>3</b>	8,852	-	8,852	9,425
Fundraising consultancy	<b>3</b>	-	-	-	5,518
<b><i>Charitable activities:</i></b>					
Grants made to Kenya	<b>6</b>	33,962	7,650	41,612	45,530
Other Expenditure	<b>3</b>	10,578	-	10,578	12,227
<b>Total resources expended</b>		<b>53,392</b>	<b>7,650</b>	<b>61,042</b>	<b>72,700</b>
<b>Net income (expenditure) being Net movement in funds</b>		<b>(5,552)</b>	<b>-</b>	<b>(5,552)</b>	<b>(14,081)</b>
<b><i>Reconciliation of funds:</i></b>					
Total funds brought forward		<b>36,962</b>	<b>7,087</b>	<b>44,049</b>	<b>58,130</b>
Transfer to restricted		933	(933)	-	-
<b>Total funds carried forward</b>		<b>32,343</b>	<b>6,154</b>	<b>38,497</b>	<b>44,049</b>

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**BALANCE SHEET AT 31st March 2018**

	<u>Note</u>	2018	2017
		£	£
<b>Current assets</b>			
Debtors and Payments in Advance	4	353	262
Cash at Bank		44,435	52,492
		<b>44,788</b>	<b>52,754</b>
<b>Creditors: amounts falling due within one year</b>	<b>5</b>	<b>(6,291)</b>	<b>(8,705)</b>
<b>Net current assets</b>		<b>38,497</b>	<b>44,049</b>
<b>Net assets</b>		<b>38,497</b>	<b>44,049</b>
<b>Which represent :-</b>			
Unrestricted Funds			
- General funds		14,000	14,000
- Designated funds		18,343	22,962
Restricted Funds		6,154	7,087
<b>Total charity funds</b>	<b>7</b>	<b>38,497</b>	<b>44,049</b>

**STATEMENT OF CASH FLOWS for the Year Ending 31<sup>st</sup> March 2018**

	£
Opening Cash Balance	52,492
<u>Operating Activities</u>	
Receipts from raising funds	50,865
Gift aid received	4,293
Payments made	(20,693)
Grants paid to Kenya	(42,545)
Movement from operating activities	(8,080)
Investing activities – bank interest	23
Net movement	(8,057)
Closing Cash Balance	<b>44,435</b>

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For the year ended 31st March 2018 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 2018 as set out on pages 10 to 15, were approved by the Trustees on \_\_\_\_\_ and signed on their behalf by

Sally Hull  
Chair

Angelika Kitching  
Honorary Treasurer

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31st March 2018**

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.

	<b>Fund- raising</b>	<b>Charitable Activities</b>	<b>Total</b>	<b>2017</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Bank Charges		380	<b>380</b>	<b>293</b>
Office equipment	40	-	<b>40</b>	<b>602</b>
Fundraising Costs	1,101	-	<b>1,101</b>	<b>727</b>
Fundraising Consultancy	-	-	-	<b>5,558</b>
Prof fees & Insurance	-	370	<b>370</b>	<b>359</b>
Newsletters	675	-	<b>675</b>	<b>737</b>
Recruitment	-	-	-	<b>476</b>
Office Costs	360	354	<b>714</b>	<b>724</b>
Travel	400	1,057	<b>1,457</b>	<b>1,105</b>
Staff Costs –Salary & Pension	6,237	8,377	<b>14,614</b>	<b>14,487</b>
Website	39	40	<b>79</b>	<b>2,102</b>
	<b>8,852</b>	<b>10,578</b>	<b>19,430</b>	<b>27,170</b>

4. DEBTORS

The amount of £354 (2017:£262) is a PAYE refund due of £40 and the tax refund due calculated on Gift Aid still to claim of £309 (2017:£92)

5. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

At the year end the charity had accrued £139 for pension costs ( 2017 :£232),

The charity had accrued expenses of £0 (2017:£269)

The charity had an amount of £6,154 for grants approved but not yet paid (2017: £7,087)

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st March 2018**  
**(Continued)**

6. GRANTS MADE TO KENYA

	2018 £	2017 £
<b><u>Busia Hospice</u></b>		
Training and running costs	<u>11,549</u>	4,821
<b><u>Kenya Medical Training College</u></b>		
Scholarships for Diploma Palliative Care	<u>4,000</u>	12,757
<b><u>Kisumu Hospice</u></b>		
Drugs	<u>4,674</u>	-
<b><u>Kitui Hospice</u></b>		
Outreach, drugs and day care	<u>-</u>	2,872
<b><u>Kitale Hospital</u></b>		
Development of palliative care unit	<u>4,365</u>	-
<b><u>Laikipia Palliative Care Centre</u></b>		
Existing Services	<u>-</u>	4,519
<b><u>Malindi PCU</u></b>		
Enhancing Service Delivery	<u>-</u>	1,877
<b><u>Meru Hospice</u></b>		
Training	<u>1,560</u>	2,556
<b><u>Machackos Palliative Care Centre</u></b>		
Training community health workers and equipment	<u>-</u>	5,033
<b><u>Nairobi Hospice</u></b>		
Training	<u>2,413</u>	-
<b><u>Nyeri Hospice</u></b>		
Running Costs	<u>1,997</u>	-
<b><u>ONPAC</u></b>		
Training	<u>4,064</u>	-
<b><u>Siaya Hospice</u></b>		
Training of health volunteers	<u>3,177</u>	5,275
<b><u>Viagenco</u></b>		
Training and Education	<u>3,089</u>	5,820
<b><u>Webuye Hospital</u></b>		
Training	<u>724</u>	-
<b><u>Total Disbursed to Kenya</u></b>	<u><b>41,612</b></u>	<u><b>45,530</b></u>

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st March 2018**  
**(Continued)**

No Trustee received remuneration in the year. Four Trustees were reimbursed £714 (2017: £602) for Travel Expenses to meetings in the year.

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 £14,614 (2017 : £14,487)

**7. MOVEMENT IN FUNDS**

	<u>Unrestricted</u>	<u>Restricted</u>	<u>Designated</u>	<u>Total</u>
As at 1 April 2017	14,000	7,087	22,962	44,049
Incoming Funds	47,840	7,650	-	55,490
	61,840	14,737	22,962	99,539
Outgoing Funds	(53,392)	(7650)	-	(61,042)
Transfers between Funds	5,552	(933)	(4,619)	-
As at 31 March 2018	14,000	6,154	18,343	38,497

The Trustees reserve policy is to hold £14,000 as six months running costs in reserve in general funds. The remaining funds are designated for grant distribution.