



kanaama interactive community support

Trustees' Annual Report for 1 December 2014 – 30 November 2015

1. General information

Charity Name: Kanaama Interactive Community Support

Charity registration number: 1132288

Registered address: 24a Princes Avenue, London, N10 3LR

1.2 Structure, governance and management

Kanaama Interactive Community Support (abbreviated here as KICS) was constituted as a Charitable Association in 2009 using the Charity Commission Constitution (November 2007) as its governing document.

Trustees are selected by jointly considered invitation and/or by advertisement and suitable candidates are interviewed by a panel of existing trustees. Revised standing orders were adopted in November 2014 to include a preliminary induction and training period for prospective trustees. New trustees are appointed by jointly considered invitation and/or advertising and interview by the existing trustees.

All trustees were required to confirm that they had read and accepted the Charity Commission publication 'Awareness of trustees' duties and responsibilities and eligibility'.

1.3 Trustees December 2014-November 2015

Monika Beutel, Donovan Chamberlayne, Prue Chamberlayne (until February), Peter Harrison (until May), Rita Solanke, Valdis Belinis, Fiona Bristow (from April), Julie Botticello (from April), Jegadeesh Sithamparathas (from September), Jayne Forbes (from September) and Ebrima Saidu (from September).

Chair: Monika Beutel (acting)

Treasurer: Valdis Belinis

Secretary: vacant

The Annual General Meeting was held on 16 May and was attended by 19 trustees, supporters and donors. It was also a celebration of KICS's first five years. Prue Chamberlayne, KICS' founder gave a moving speech about key moments in those years, accompanied by Tom Wengraf's photographs.

Board meetings were held on 10 January, 7 March, 25 April, 5 July, 25 July, 5 September and 7 November. Additional meetings to discuss strategy were held in April and July. Smaller groups of trustees and volunteers met to discuss projects, fundraising, publicity and organisational development.

1.4. Objectives

KICS' charitable objectives are defined in the KICS' constitution as:

- A) The advancement of education and training
- B) The relief of poverty, sickness and distress
- C) The promotion of good health.

KICS' aims are to contribute to community development by providing finance and human resources, by sponsoring research, and by acting as an umbrella or resource body.

1.5 Vision and Mission Statements

KICS' Vision and Mission were reviewed and agreed by trustees in July:

KICS' VISION: To meet the pressing needs of the local communities by empowering individuals and groups to create sustainable development.

KICS' MISSION: To encourage, educate and empower communities to improve their livelihoods through sensitisation and skills development.

1.6 Relationships with related parties

Our partner organisation, KICS-Uganda is registered as a CBO in Uganda with Mbarara Local Authority District (No. 1592). In 2014-15 it set up a new board structure, to provide more oversight and accountability. The new board of trustees consists of seven to nine people. Under its new constitution, KICS-Uganda became a membership organisation and holds an Annual Assembly. KICS-Uganda has three categories of membership (clients and beneficiaries, associate members and honorary members). In September a new chairperson was elected, also a treasurer and a secretary. The board meets monthly.

KICS has a Memorandum of Understanding with the Interdisciplinary Institute for Training and Research at Mbarara University of Science and Technology for trustee and staff research collaboration and for student internships with KICS.

Informal partnership agreements are also in place with the St. Francis Counsellor Training Institute in Mbarara and with local schools (Nombe Secondary School and 16 primary schools, all in Kashare).

The charity has a relationship with Kanaama Interactive Ltd, a small responsible travel business in the UK that provides working holidays to students and mid-career professionals who wish to experience rural village life in Uganda and/or wish to support the KICS charity through volunteering. In the past, volunteering has included helping in local schools and in KICS' RONCO project as well as undertaking research to help target KICS' activities to local need in line with KICS' charitable purposes.

2. Activities during the year ending 30 November 2015

In planning our activities, KICS trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

We continue to work in the sub-county of Kashare in south west Uganda which has a population of 23,000 people. More than 4,000 people live below the extreme poverty level of \$1.25 a day.

Largely due to HIV/AIDS more than 1,000 children are orphaned or vulnerable. Most live in child-, female- or elderly-headed households and many have experienced domestic violence, child abuse, alcoholism and other traumas. As a result, a large number of orphaned and vulnerable children have great need of material and emotional support.

Women, particularly those on their own, are especially disadvantaged with little income and poor prospects of a reasonable livelihood due to limited education and literacy. Poverty causes health disadvantages which adds to local needs.

2.1 Staff and volunteers

In Uganda KICS employed six members of staff (3.79 FTE) and one part-time microcredit consultant whose contract was not renewed in March. In a significant development we recruited a transition manager whom we initially hired for one day a week as a projects officer. In July he became the transition manager four days a week, and full time in September. His brief was to 'set up systems and processes for KICS-Uganda that will enable KICS-Uganda to be fully prepared and equipped for the handover of operations, functioning effectively as an independent NGO.' In July we changed the designation of our partnership development coordinator to projects coordinator. We had a change of KIMC field officer in August, after making this post part-time in an attempt to reduce costs.

Staff take the lead in project implementation and supervise trainers and others who provide services to particular projects.

As KICS employs no staff in the UK, KICS trustees and volunteers provide technical and management oversight, as well as bookkeeping and banking services. Two trustees went to Kashare, visiting the programme office and project locations, and met with staff, beneficiaries, KICS-Uganda board members and other stakeholders. They carried out management controls including financial controls, staff appraisals and undertook staff training.

Trustees also started to develop policies on a range of issues to guide its work in the UK and Uganda. Policies under development include environment, complaints, safeguarding, human resources, fundraising etc, which will be approved by trustees in 2015-16.

Trustees concluded at the strategy workshop in July that some separation between governance and implementation might allow the organisation to develop a more effective programme in Uganda, and to draw on the skills and time of volunteers with development and other relevant experience. A job description for the role of volunteer (half time) programme manager was drawn up and agreed by trustees in November. A trustee agreed to take on this work, starting in January 2016.

KICS is grateful for specific *pro bono* professional advice in the fields of finance, HR, and strategy planning which benefited KICS greatly. Nine KICS volunteers undertook regular or occasional tasks within their field of professional expertise either throughout or for part of the year. They volunteered as lead or active members of working groups or lead the administrative work of the Board, the website or helped with fundraising, and with the production of the newsletter and other publicity.

Additionally, KICS also received support from three Kanaama Interactive Ltd clients. One, who subsequently became a KICS trustee, wrote:

'As part of my trip I visited RONCO and saw the good work they were doing. I interviewed a number of caregivers and children and learnt how important this project is to them. The children really benefit from the extra classes, they love playing, especially football and the good meal in the middle of the day is the best they eat all week.

'I interviewed a number of ladies taking microcredit and was able to see at first hand the benefits they gain. Mostly the loans were for agriculture, though a couple were for running shops. The crops they grew enabled them to pay school fees and one lady had actually built her house from the profits. It was wonderful to see the benefits so vividly.

'Other experiences included giving a lecture to local university students about monitoring and evaluation, which is my main specialism in development. I also visited a number of people to talk about a possible mushroom growing project. In the main town of Mbarara I visited various training colleges to discover what help would be available for our RONCO graduates.'

2.2 Partnership development

KICS values local participation and partnership and sees the development of its local partner, KICS-Uganda, as an integral part of its commitment to Kashare. KICS provided funding to enable KICS-Uganda board members to meet monthly. KICS-Uganda members supported project monitoring and provided accountability. All activities were planned in co-operation with them.

2.3 KIMC

The aim of the Kanaama Interactive Microcredit (KIMC) programme is to improve living standards of low-income women in Kashare sub-county through the provision of affordable loans and encouraging saving. As well as loans, women receive training and advice so that they understand the loan concept and how to manage their loans correctly, and have the knowledge and skills to set up their own small businesses.

The microcredit programme was set up in 2010 and KICS invested £10,000 in the loan fund, with an additional £40,000 investment in the intervening period for the training of staff and potential clients, setting up systems, supervision and administration. KICS-Uganda have an account at a Savings and Credit Cooperative Organisation so that the fund is ultimately their responsibility. KICS retains a strong monitoring role, on behalf of donors. There was a change in the KICS trustee responsible for KIMC in September. In 2013 KIMC had started to pay some of its own expenses from income (interest and fees) and this continued in 2014-15. The discovery of fraud in 2013, reported in earlier annual reports, set back the programme, closing it to new business for a number of months whilst the incident was investigated. Loans resumed in 2013-14 and have been issued and recovered throughout 2014-15.

In 2014-15 the specific aim was to issue UGX 25 million in good loans to poor women, introducing the categorisation of loans. The aim was for a 98% recovery rate, to half the PAR (a measure of loan portfolio quality) from 20% at the end of the previous year to less than 10% and to earn UGX 1 million in interest per month to cover costs. Additional financial support was provided by KICS through grant funding for supervision (the microcredit consultant had been under contract since July 2012), infrastructure (eg, part share in a motorbike for loan issuing and collection) and training. The microcredit consultant's contract was not renewed in March 2015 and in July 2015 a finance officer was employed 12 hours per month to manage the finances reporting directly to the KICS trustee responsible for KIMC.

A computer software programme, MSAVE, was purchased for use in the programme, to improve record keeping.

2.4 RONCO

The Rweibaare Orphans and Needy Children's Organisation (RONCO) project was established in 2012 following a call from the community for a project that would support orphans and vulnerable children (OVCs) and their families. In particular, the community wanted to support all children to attend school to improve their life chances and benefit the community in the long-term, as well as to be healthy and receive adequate nutrition and medical support. The community recognised that as the project would support the most vulnerable children, it was important to also provide counselling to support the children in addressing the traumatic issues they face, and to provide training for teachers and caregivers to help them support the children appropriately.

2014-15 was the project's third year of operation.

There were some changes from 2013-14 to 2014-15, in recognition that the caregivers and children had developed some life skills and resilience. For example:

- Children transitioned from receiving group counselling for trauma and to life skills sessions;
- Caregivers transitioned from training in crop management to animal husbandry;
- The links between KICS projects improved e.g. linking the microcredit programme, agricultural training and RONCO meant that caregivers benefitted from agricultural training and entrepreneurial opportunities. Caregivers also benefit from KICS' literacy programme.

The RONCO activities in 2014-15 included the following:

- Primary education costs for 60 children, including school development fund fees, uniforms and school equipment;
- 50 Saturday Centre sessions during the year with games, academic and hygiene lessons, and two hot nutritious meals for each child;
- Ten life skills sessions for a group of 40 children who were getting ready to leave RONCO (provided by the St. Francis Counsellor Training Institute in Mbarara);
- A four-week course of psychosocial mediation (PSM) training for 30 caregivers and teachers / Saturday centre guides;
- Provision of first aid medicines, clinical treatment and prescriptions for children in need;
- Skills development i.e. sewing classes;
- Agricultural training for 33 caregivers, which focused on animal management, as well as donations of 31 piglets and four chickens;
- Secondary education costs for three children, including secondary school fees, transport, uniforms and school equipment;
- Vocational training costs for one child.

The project was monitored throughout the year by the projects coordinator and the transition manager using household surveys, home visits, school visits and Saturday Centre visits, where

data was gathered. St Francis also provided separate evaluation reports on the life skills sessions and PSM training.

2.5 Fuel-Efficient Stove Building Programme

The advantages of the fuel-efficient stove we promote are clear – reduced fuel consumption, reduced smoke emissions and faster cooking times. However, their adoption in Kashare sub-county, where KICS focuses its work, has been constrained by a lack of knowledge about the benefits, construction skills, cultural norms favouring the three-stone model and the low status of women who do the cooking in these poor rural communities.

Our major donor asked us to review our stoves programme in 2014-15 in order to address the criticism that we were not reaching the poorest households with our assistance and that accountability was poor. A programme of stove building took place 2014-15 using funds held over from 2013-14 (in Uganda). KICS held new funding in the UK whilst we revised the project design. We hope the programme will restart in 2015-16.

2.6 Agricultural Training

The aim of our agricultural training programme is to improve the skills of low income women in this predominantly rural area, so that they will be able to feed their households better and gain additional income, if necessary in small gardens or in their yards.

In 2014-15, 90 women and 30 children received training.

Most women were beneficiaries of microcredit programme and the microcredit workers provided the agricultural trainers with a list of names for two locations Nchune Nombe, and Omukabare catholic church. The third location was Rweibare, where the women were caregivers from our RONCO programme.

Women came from different villages in three parishes, Mirongo, Mitozo, and Nchune. At two sites, Omukabare and Rweibare, the church administrations allocated us demonstration plots where the women grew vegetables before going home to apply the knowledge and skills acquired in their own gardens.

Over a period of six months, 12 training sessions took place every month, with each session lasting four hours (usually from 2pm to 5pm in the afternoons) with our three trainers.

2.7 WELL

The project 'Women's Empowerment through Learning Literacy' (WELL) responds to the need and wish of many local women to learn to read and write and do simple number work. According to the 2014, Census 34% of women in the district in which KICS' area of benefit is located are illiterate. Women in Kashare have told us that they would like to be able to understand what their children are learning in school, and some currently feel unable to participate in KICS' microcredit project or other local initiatives.

REFLECT (Regenerated Freirean Literacy through Empowering Community Techniques) is an internationally recognised approach to adult literacy which has a history of success in rural communities. The approach uses the resources, knowledge and skills of the local community in literacy circles of between 20-30 participants. Success lies in responding to and working with the community to identify local needs from which to develop content and deliver the literacy programme. A key resource is local literacy facilitators. The local programme is planned and developed with the circle members to engender ownership and commitment to

the literacy circle. The participants will be able to read and understand basic instructions relating to their local context and to write their names as well as some familiar words.

Our aim is to use the REFLECT approach to develop and implement a local literacy programme for women of all ages which we hope will enable them to:

- access microcredit loans to help make their livelihoods more sustainable;
- gain greater understanding about health and hygiene issues,
- find a voice in the community.

Thanks to support from DVV, the German Adult Education Organisation, KICS' literacy trainer and projects coordinator received REFLECT training. Four literacy circles (one for each parish in the sub-county) - a total of 116 women - meet under the guidance of the adult literacy trainer with support from two facilitators for each group who are in turn being trained by project staff in the method over 12 days in three blocks of time. The projects coordinator also helps with planning, monitoring and supervision.

This project is being funded for two years by the Irene Bruegel Bequest, administered by the Feminist Review Trust.

2.8 School Sponsorship

Although not currently a focus of our activities, we continued to help two of our supporters provide long-term funding to vulnerable poor children in our project area to finish primary school. So many vulnerable children drop out of school because they cannot pay school development fund fees. One donor also provided clothing and school equipment.

2.9 Monitoring and Evaluation

KICS recognises the importance of being able to demonstrate the impact of the development work it does in Kashare. Not only are KICS trustees and donors interested in this, but it should be of interest to KICS-Uganda and our beneficiaries.

In 2014-15 we developed a pilot system of impact assessment, which aims to collect baseline and follow up data for the sub-county on a sample basis, as well as following the situation of specific households benefiting from the different projects. Students from Mbarara University of Science and Technology (commonly known as MUST) piloted the specially developed questionnaire.

3. Achievements and performance for the year ending November 2015

3.1. Staff and volunteers

Staff worked hard with a strong commitment to KICS, KICS-Uganda and the people of Kashare. The new configuration of staff in the programme office provided potential for more local project development and better monitoring. Further mentoring and reallocation of tasks, as well as more of a focus on project cycle management (planning and reporting) will improve effectiveness.

Staff worked well with the agricultural trainers, Saturday Centre supervisor and centre guides, the new literacy workers and the MUST students employed to do survey work, as well as local leaders and stakeholders.

The work of our volunteers in the UK was vital to the operation of the organisation in 2014-15. KICS is especially proud of being able to function as a completely voluntary organisation

in the UK with so much work done by trustees and volunteers despite the many other calls on their time. This kept our UK administration costs to a minimum.

KICS trustees would like to express their sincere thanks to all staff and volunteers who served during the year.

3.2 Partnership development

As noted in section 1.6, our local partner, KICS-Uganda underwent some changes in late 2014-15. We will report further on the impact of these changes in our next annual report.

3.3 KIMC

In 2015 KIMC issued 150 new loans with a total value of UGX 41 million. We have now helped a total number of 797 women and 1,111 loans have been issued since the programme's inception. Our arrears rate was on average 9%, higher than our target, but showing a decline through the year. Our recovery rate averaged 95% - lower than our target. Our PAR rate (a measure of portfolio quality) averaged 9% but this showed a downward trend. *Please note these figures are subject to audit.*

Our interest rate has remained at 24% this year. This seems to be affordable to the women as the profits the women make from growing crops, for example, outweigh the costs.

In December 37% of clients were classified as entrepreneurs as opposed to 63% working in agriculture. 20% of the clients are on their first cycle of receiving and paying back their loan, 60% their second cycle and 20% their third cycle. A few women have now started a fourth cycle. It has been identified that the loans are not going to the very poorest women. These women have little access to the cash economy, therefore have no savings and are unable to pay the costs of joining the scheme. This is now being addressed as we hope to target more of these women and provide them with better support.

3.4 RONCO

In 2014-15, 60 children participated in the RONCO project at primary level, who came from 27 very needy families. Out of the 60 children, 32 were orphans. 30 were girls and 30 were boys. Some children were already in their teens – it can take extra years for these needy children to graduate from primary school as some start school late, have disrupted attendance and experience many other barriers to learning.

Saturday school attendance was high – the hot meals are an obvious attraction. Our centre supervisors report the following successes:

- A great improvement in the health standards of the children, there were very few cases of sick children;
- The bonds which children made with the centre supervisors who are also school teachers, contributed to a better, more caring relationship on regular school days;
- The social interaction amongst the children and between the children and their teachers was at a very high level by the end of 2015. Children from disadvantaged backgrounds can struggle to integrate at school – they are stigmatised and bear psychological scars of previous trauma which affects their behaviour and ability to thrive at school;
- By the end of 2015, 80% could successfully mend their clothes with skills learnt from the sewing sessions;

- Psychosocial counselling built the children's life skills and resilience to challenges in society, this instilled hope and faith for a better future;
- Academic progress was demonstrated by the end of 2015: all the primary (class) seven children passed with good grades, so can progress to secondary school. This was a wonderful achievement.
- All children showed interest in co-curricular (non-academic) activities organised on Saturdays. These include the types of past times which should be part of every childhood.

There are, of course, areas which need to be improved: children are still missing school in order to help at home, and we need more games equipment and instruction books for the Saturday Centre. There is much need for a second Saturday Centre in the sub-county.

Psychosocial mediation training was continued for caregivers and teachers in 2014-15, as there were new teachers at the schools, new staff at KICS-Uganda. It also provided more opportunities for self-development for caregivers. We trained 30 people this year.

The results, in the participants own words, show the impact:

"I saw myself [a caregiver] as illiterate on the first day of the course, seated amongst teachers and KICS staff and I wondered how I would sit in class with them and study together with them; but later I realised that all of us were equal and the method used to teach us was different from what we thought."

"I have the courage to express myself without fear; I never used to put up my hand and speak in public."

"I have been a dictator in my family not considering my wife and children's' ideas - we will be having dialogue."

The secondary-level children – three in 2014-15 – used their opportunities well. The older two were placed 14th and 30th out of 143 in their year; and the third, 53rd out of 232. This was a fantastic achievement but they are ambitious to do better, despite difficulties affording school books and fulfilling their responsibilities to sibling and caregivers.

We sponsored one child to attend Rubindi College on a government-sponsored three-month motorcycle repair course. KICS paid for the admission fee and cost of equipment and tools that he needed. He passed and is looking for regular work but needs his own toolkit.

Animal husbandry preparatory training was given in August and the animals were handed over in October with more instruction. This is a pilot programme and KICS staff are learning too. Early reports are positive but we have to take into consideration that our beneficiaries have limited resources for feeding livestock and to cope with sick animals.

RONCO has been very successful this year due to the hard work of the staff and the determination of the children to succeed.

3.5 Fuel-Efficient Stove Building Programme

Using funds held over from 2013-14, 42 stoves were built in the four parishes of the sub-county of Kashare.

3.6 Agricultural Training

Our trainers were pleased with the commitment and application shown by the women who participated in the training. At the end of the course, they gave a hoe to each of the women, and watering cans and mango seedlings to the children. Our trainers report that women were inspired by the training to return to growing food at home, many in groups. Others reported increased yields. Soil fertility is reported to have risen where clients have taken advice to stop bush burning and start composting.

3.7 WELL

The WELL project is doing well, although there were initial difficulties in recruiting an adult literacy educator who was able to teach in the local language Runyankole and qualified in the use of the REFLECT method. This delayed the start of the programme from the spring to the autumn of 2015.

There was a high level of demand from local women at different levels of literacy development to join one of the literacy circles, and priority had to be given to women who were either completely illiterate at the start of the course, or had only very basic literacy and numeracy skills.

Literacy and numeracy are introduced on the basis of discussion, analysis and action of the participants. Themed discussions provide the context for literacy and also for developing the learning materials. Each of the WELL literacy circles identified key challenges in their villages and then used these as the basis for learning to read and write these words and to reflect on particular challenges. The key challenges that were common to each of the circles were identified as: 'children not going to school', 'lack of water', 'low income', 'poverty', and additionally other challenges relevant to particular villages were also used as learning points for the relevant literacy circle. Initially the participants drew what they discussed, so that they became accustomed to manipulating pen or pencil on paper. The drawings were then replaced by words. Words were broken into syllables and participants had to think of other words that include these syllables and then learnt to read and write these words, too. The literacy facilitators support this process by writing the words that the women discuss onto paper or a blackboard or on rice sacks (depending on the type of venue where the group meets), and they also help the individual learners to break these words into syllables and individual letters. The learners then practise writing the whole word. As learners become familiar with letters, syllables and words they are soon able to read and write words and simple phrases. Participants learn to read and write and reflect on their own world. The emphasis is on giving the women time to learn and practise in an empowering context.

The adult literacy trainer reports that many of the women have already moved up one or two levels on the so-called LAMP literacy and numeracy scales. The women will continue until they have at least reached the level of what is referred to as 'functional literacy'.

Our aim is to give 200 – 250 women literacy training over the two years of the pilot project, and to attempt to make the course sustainable through developing the facilitators thereafter. Men are also keen to join a literacy circle and KICS may consider this, if the course continues beyond its pilot phase

3.8 School Sponsorship

In the first group of children, a family of three boys, who have been supported since 2010, the eldest is reportedly doing extremely well and is at secondary school. His younger brothers are finding education more difficult and hope to go to vocational school to learn a trade.

The eight orphaned or vulnerable children supported by our second donor attended a local primary school.

3.9 Monitoring and evaluation

The results of the pilot study described in section 2.9 were promising and the questionnaire was revised again for trialling in 2015-16. It is planned that this single system will be used across all the projects.

4. Financial review

4.1 Income

Total income during the period was £37,291. 66% of the income was restricted and 34% was unrestricted. Fundraising applications to charitable trusts and foundations generated 37% of the total income, although the grant from the Feminist Review Trust was funding for 24 months. Grant funding was gratefully received from the following trusts and foundations:

Trust	£
Feminist Review Trust (Irene Bruegel Bequest)	£9,790
The Noel Buxton Trust	£3,000
The Cotton Trust	£421
The Angela Gallagher Memorial Fund	£500
Total	£13,711

Generous donations by KICS' supporters and other members of the general public provided the majority of the remaining income, along with Giftaid.

£9,078 was brought forward from 2013-14 which made the total funding available for the year £46,369 of which 45% restricted.

4.2 Expenditure

KICS expenditure during the period supported the key objectives of relieving poverty by securing and improving livelihoods, providing educational and training activities and promoting health. Expenditure included project-related activities, payments to staff, as well as the expenses associated with partnership work such as setting up relationships with local stakeholders and liaison between KICS in the UK and KICS-Uganda.

Total expenditure was £18,629.

Expenditure on projects included a proportional allocation of shared salaries and the cost of running the programme office in Kanaama. In 2014-15 82% of expenditure was spent on projects. Our programme for orphans and vulnerable children, RONCO, was our greatest expense this year (£8,511). A further 11% was spent on supporting our partner organisation, KICS-Uganda. 5% was spent on costs relating to KICS in the UK (meetings, insurance, trustee training) and 2% on bank transfer charges.

4.3 Fund balances

At the end of the financial year the KICS account was in credit, and no accounts were in deficit. £27,740 was carried forward, which included £8,020 for WELL, £3,009 for microcredit, £1,978 for RONCO and £7,000 unrestricted reserves.

The opening deficit on the stoves fund was met by unrestricted funds. There was no expenditure on the stoves account despite there being income of £500. Activities had been suspended whilst the project was reviewed, at the donor's request. Expenditure on UK administration and international bank charges not covered by restricted funding was met from unrestricted funding at the year's end.

4.3 Reserves policy

At the beginning of the financial year we held unrestricted funds of £3,380 of which £1,134 was held in a savings account. On 29 May 2015 the amount in the savings account was increased to £5,000.

The charity's policy on reserves is to maintain at least three month's operating costs in reserve. A decision was made to increase the reserve at a board of trustees meeting on 7 November 2015. The reserve, which is held in a savings account, was subsequently increased from £5,000 to £7,000 on 23 November 2015.

5. Conclusion

KICS trustees are very grateful for the support provided by funders and donors – without which the listed achievements and the beneficial impacts experienced by project participants could not have happened. We would also like to thank the staff in Uganda and the KICS-Uganda Board for implementing projects conscientiously and with such care. KICS would like to thank all the volunteers for their valued contribution to KICS activities. Special thanks go to our committed longstanding volunteers in the UK, Anne Maklan and Amanda Chandler.

FB on behalf of all KICS trustees

1 May 2016