



annual report 11/12 |  **SURF**  
Survivors Fund



The SURF Rwanda Team with UK Trustees and Chief Executive on Away Day in March 2012

## The year in review

The past year has been a successful one for Survivors Fund (SURF) as this reports attests.

We have not only scaled up many of our flagship projects, but we have developed a number of new and innovative projects as well. Our philosophy continues to be in building the capacity of our partner organisations to develop and deliver more effective projects to support sustainability for the genocide survivors in their membership. Through our ongoing work with AVEGA and AERG in particular, we are demonstrating that this is not only possible, but also achievable.

Recording this work is important, however, so is looking forward to the work that we plan to undertake. The year ahead will be a pivotal time for Survivors Fund (SURF) as well as for survivors of the genocide.

Our primary focus will be supporting AVEGA Agahozo to extend the organisation's work to support widows and orphans of the genocide in the Southern Region and Northern Region of Rwanda. In April 2012 we started a new project funded by UKaid from the Department for International Development (DFID), which will provide direct support to over 10,000 widows of the genocide, and 40,000 of their dependants.

Our HIV+ Survivors Integration Project (SIP) funded by Comic Relief will conclude in September 2012. We will be commissioning an independent evaluation to determine the impact of the two years of work in partnership with AVEGA Agahozo and Solace Ministries. Of specific interest, will be the progress of the work of AVEGA in the two districts of the Western Region where the organisation is currently operational, as we focus on raising funds to



IGA Assistant Raban Havugimana, and IGA Project Officer, Catherine Russell, at an introductory session on livelihood development for widowed survivors of AVEGA in the Western Province of Rwanda as part of Comic Relief funded HIV+ Survivors Integration Project

extend their work to the other five districts in the region where at present they have no presence.

We will be working to generate additional funding to support the work of AERG, which is critical at this time as many young survivors in membership of the organisation graduate from secondary school with no access to further education. As such, the majority will struggle to secure a job to enable them to support themselves and their families. We will extend our support to the Kigali Language Exchange, Education into Employment programme, One Dollar Campaign and the Nyagatare Goat Farm on which we are currently working with AERG.

The greatest change in our focus in 2012 will be on strengthening our advocacy, and that of our partner organisations. We will be extending our legal aid project in partnership with Redress, as well as developing a new stream of work focused on developing a new international advocacy campaign.

In addition, we will be continuing to scale up our work with Foundation Rwanda to support women survivors of the genocide and the children born to them of rape. There will be no doubt new opportunities that arise over the year ahead too, which will be a busy one but hopefully as productive as the year past.

The purpose of this report though is to record the year's events, to explain what we've learned from them, and to give a clear picture of what we are planning for the future. It also provides details on how Survivors Fund (SURF) is run. We hope that it will convince you to extend your support of SURF, which is critical to our future as well as that of the survivors of genocide in Rwanda we represent.

David Russell, Chief Executive  
Liliane Umubyeyi, Co-Chair  
Nick Joseph, Co-Chair  
May 2012

# Successes and challenges



A young survivor with donkeys distributed through funding from the Good Gifts Catalogue

## SUCCESSES

### New projects

Developing a new **Wellness Centre** managed by AVEGA in Cyangugu for genocide widows in the Western Region, funded by INSPIRE!africa;

Establishing a new **goat farm** in Nyagatare in partnership with AERG, and funded by Good Gifts;

Rolling out a new **legal project** led by a team of interns from AERG and coordinated by SURF to document legal cases of survivors, in partnership with Redress;

Launching the **Kigali Language Exchange (KLE)** through funding from the Stanley Foundation to deliver high quality, affordable English language training and to generate income for AERG;

Forming a new **handicrafts group** in Ntarama, based on the successful model of the Abasangiye Co-operative in Kayonza, funded by the Alan and Babette Sainsbury Charitable Trust;

Launching four new projects to leverage funding from the Good Gifts Catalogue to generate income through **solar lamp and bicycles projects** for an array of our partner organisations.

### Scaling up projects

Extending the **Ntarama Health Centre** to include a health education wing, and an operational hospitalisation ward, through funding from Network 4 Africa;

Scaling up **work against gender-based violence (GBV)** through two new projects managed by AVEGA and Kanyarwanda, funded by the Sigrid Rausing Trust;

Increasing **access to school** for more than 850 children born of rape to women genocide survivors, through our partnership with Foundation Rwanda;

Scaling up the **Education into Employment (EiE)** programme in partnership with AERG to support young survivors at university to secure

employment on graduation, enabling over 300 young survivors to be paired with mentors.

### Sustaining projects

Sustaining **wraparound support** to over 2,000 HIV+ women survivors in membership of Solace Ministries and AVEGA, through funding from Comic Relief;

Organising a **Parliamentary commemoration** in the UK to mark the anniversary of the genocide, in partnership with the APPG on the Great Lakes;

Supporting 76 **young survivors at universities** across Rwanda, of whom 18 graduated over the year, made possible largely by the Charities Advisory Trust;

Extending support to a **dairy farm** of GAERG in Ntarama and a piggery in Gitarama.

### Organisational projects

SURF successfully nominated **AVEGA Agahozo** for the **Gruber Foundation Prize** for Women's Rights that resulted in an unrestricted grant of \$500,000;

SURF facilitated a **grant to Uyisenga N'Manzi of \$400,000** from The Chello Foundation to support the education of orphaned and vulnerable children;

SURF **increased its staff in Rwanda**, whilst reducing its staff in the UK, in order to deliver greater support directly to our partner organisations in Rwanda;

Launched the **new interactive Survivors Fund (SURF) website** developed by lbdesign;

**Increased our annual income** by 25% in a challenging financial climate.

## CHALLENGES

Support previously available to genocide survivors in Rwanda through **FARG (Government Assistance Fund for Survivors)**

is beginning to be mainstreamed into the new National Social Protection Strategy that will prioritise survivors alongside a number of other vulnerable groups for such support – including housing, healthcare, and welfare support. It will be critical that survivors monitor and evaluate this transition, to ensure they can access the support available to them;

As the events of the genocide become more distant, the challenge to raise funds to support survivors becomes ever more difficult. The expectation is increasingly that the population has begun to overcome the immediate consequences of the events that they endured, such as the **rehabilitation of housing** and addressing trauma. However in many cases, the problems for survivors are growing as they now lack assistance that was previously available through funds such as FARG, and they deal with issues compounded by disability and age;

The greatest challenge for young survivors of the genocide, many of whom are orphans, is to **secure sustainable employment** to provide for themselves and their households. As FARG is unable to provide more scholarships to university, it has begun to offer support for vocational training. However the need for such training far outstrips FARG's ability to provide access to it. This is a critical requirement in the ever increasingly competitive job market in Rwanda, especially since Rwanda's entry into the East Africa Community in 2009;

For SURF, the greatest challenge is to **meet the continuing need of survivors** in Rwanda despite its own limited resources. The SURF office in Rwanda is critical to the work, coordinating projects and strengthening the capacity of our partner organisations. There is an emotional, psychological and physical strain on the staff of doing so – and a financial strain on the organisation, particularly in respect to increasing transport costs in Rwanda.

# Summary of the year

Here we describe our work in the year ending 31 December 2011, highlighting our strengths and weaknesses, and looking forward to the work that we plan to undertake in 2012. Progress is assessed against our goals as stated in the SURF Strategic Plan.

## We will secure the rights of survivors to justice and protection

Gacaca (village-based genocide trials) is due to be concluded on 18th June in Rwanda. It has been widely reported that the process has delivered mixed results for survivors. On the one hand, it has resulted in a level of truth for survivors, enabling them to identify the final resting place of the remains of victims of the genocide and to ensure that they receive a decent burial. However, very few of the perpetrators expressed genuine remorse for the atrocities they committed, and many confessed only to lesser crimes to secure a more lenient sentence. A significant number of survivors were threatened, and a number even killed, for testifying or serving as judges at gacaca. Threats to survivors persist in light of the release of prisoners of the genocide.

## COMPENSATION

Over the year we have extended our work with Redress, a UK-based international legal rights organisation, on exploring and identifying potential avenues for compensation for survivors, both in Rwanda and through international jurisdiction. Led by Juergen Shurr of Redress, SURF is working on a report on the closure of gacaca to be published in June 2012, which will focus on the unresolved issues of the process, in particular relating to the lack of enforcement of compensation awards made by gacaca courts. This work is directed in-country by Albert Gasake, appointed in December 2011

as SURF Legal Advocacy Project Coordinator, to spearhead this increasingly critical component of our work.

SURF also worked in collaboration with the global law firm, White & Case, which developed a rigorously researched report on Advice on Potential Compensation Claims for Rwandan Genocide Survivors. The report covered the possibility of bringing compensation claims (i) in Rwandan domestic courts, (ii) at the international level, (iii) in U.S. courts under the Alien Tort Statute, and (iv) in continental Europe (Belgium, France, Germany and the Netherlands) through the process of adhesion. The report is proving invaluable in defining our legal advocacy strategy, even though the summary was not positive:

“Within the context of the presently existing legal frameworks, it is difficult for a claimant to successfully obtain large sums in compensation from a Rwandan court, a foreign domestic court or at the international level. Claims brought in Rwanda are likely to come up against the problem of defendants who do not have the means to pay, claimants bringing a case in foreign domestic courts will face potentially huge legal costs and, with the exception of claims for diplomatic protection, (which would require the support of the Rwandan state), cases brought at the international level are likely to encounter challenges with jurisdiction and standing.”

The report concluded:

“...it must be remembered that litigation can only achieve so much and further consideration should be given to trying to establish / lobby for the establishment of a compensation fund. Governments, corporations and philanthropic organisations could then be contacted in order to see if they would be prepared to contribute funds which could be used to support projects in Rwanda.”



Survivors of Bisesero in the Western Province of Rwanda, where SURF plans to support a new programme in 2012

As such, the focus of the work of SURF, in partnership with Redress, is to explore the feasibility of the establishment of such a compensation fund, which if considered to be viable will then be the focus of a future advocacy campaign. To this end, SURF appointed Olivier Bucyana in January 2012 as the International Trust Fund for Survivors of the Genocide of Rwanda (ITFSG) Project Officer to develop a research report on the establishment of such a fund, in consultation with our partner organisations, in Rwanda.

We extend thanks to Stefan Mrozinski and Zelda Hunter at White & Case, who continue to play a vital role in assisting this work.

## **JUSTICE**

Led by Léa Steinacker, a Princeton graduate who interned with SURF for three months from September 2011, we developed a new project to research and document unresolved legal cases of survivors in Rwanda. The project, in association with Redress, and part-funded by the Sigrid Rausing Trust, enabled the recruitment of interns (all legal graduates in membership of AERG) at four of our partner organisations

(AVEGA, IBUKA, AERG, Solace Ministries) to strengthen their capacity to undertake this documentation process.

On the basis of the cases documented, SURF will fund a select number of cases to pursue through the formal courts in Rwanda. These relate to the awards of compensation to survivors that have not been enforced, as well as more common cases of property and land which have been seized from orphaned survivors in particular during and after the genocide. SURF funded a number of such cases through IBUKA in 2011, and will support further cases through IBUKA, AVEGA, AERG and Solace Ministries in 2012.

## **RESTORATIVE JUSTICE**

SURF developed a new exhibition in 2011 that was staged over the summer at the London School of Economics (LSE), entitled Restorative Justice: Advancing the Human Rights of Survivors of Genocide in Rwanda. Noam Schimmel, a PhD candidate at LSE, secured permission and funding for the exhibition, and curated it as well. Noam has been a committed supporter of our work now for a number of years, for which we are grateful.

# Summary of the year

Following the exhibition, SURF sat on a panel event at the film screening of *Coexist*, a remarkable independent documentary film by Adam Mazo examining the unique social experiment of reconciliation in Rwanda. It tells the stories of genocide survivors searching for ways to coexist with their loved ones' murderers. SURF has subsequently facilitated the screening of the film at a number of other UK venues, and will continue to support this landmark film.

## We will advocate nationally and internationally for the rights of survivors

The focus of SURF's work for the year ahead will be on advocacy, with dedicated workshops for our partner organisations, and a two-week practicum being developed with the Project Umubano team to deliver additional training and the opportunity to secure funding for advocacy projects in the summer of 2012.

The priorities of the survivors in membership of our partner organisations continue to be in four areas: education, employment, shelter and healthcare.

## RIGHT TO EDUCATION

SURF is continuing to advocate for education for survivors, particularly for young survivors who have now graduated from secondary school. Over 10,000 young survivors have no access to tertiary education (university or vocational training) which places them at a critical disadvantage for securing sustainable livelihoods through meaningful employment.

Through funding from Foundation Rwanda, SURF pays school fees for more than 850 children born to women survivors of the genocide, who would otherwise have no access to primary or secondary education. Through

Foundation Rwanda's work, this particularly marginalised and vulnerable population has been recognised by survivors' organisations and the Government of Rwanda as a target group in need of specific support.

Through funding from an array of donors, but principally from the Charities Advisory Trust, SURF supports 76 young survivors through university – of which 18 graduated over the course of the year. This work is ably coordinated by Ariane Uwamahoro, who oversees not only the administration of the programme, but also welfare of the students that SURF supports.

## RIGHT TO EMPLOYMENT

The Education into Employment programme, which SURF established in partnership with AERG in 2010, continues to provide access to vital services for young survivors who would not otherwise have support for their transition from university into employment. The programme includes the regular publication of *Green Light*, Rwanda's first career guidance newsletter, and a mentoring initiative, through which more than 300 survivors have undertaken a 12-week programme encompassing modules on how to secure work experience, building a strong CV and research employment opportunities. It also includes support for English language clubs at universities across Rwanda. This programme has been led by Eugene Ndagijimana.

The right to employment, or the right to develop a livelihood, is a critical priority for genocide survivors as it enables them to become independent and self-sufficient. Though youth unemployment is falling, it is still a major problem in Rwanda and across East Africa. SURF plans to commit further resources in the year ahead to advocate for further funding, as well as to secure new partnerships, to address this critical issue. In so doing, we recognise that job creation is critical to deliver employment opportunities. As



Left: SURF Co-Chair, Liliane Umubyeyi with the Centre Manager of the AVEGA Health Centre at Ntarama

Right: Women at the Abasangiye Cooperative in Kayonza participating in sewing and handicrafts training, in a partnership between AVEGA, SURF, Foundation Rwanda and Indego Africa

such, we are developing a new entrepreneurship programme with AERG over the year ahead, which is being led by Jean Paul Nyiribakwe.

### **RIGHT TO SHELTER**

SURF has focused on the rehabilitation of houses, which has proven to be more cost-effective than the construction of new houses due to the increasing cost of building supplies and labour. Houses were rehabilitated in Ntarama and Gitarama. However, the need for shelter is becoming ever more critical, in particular for survivors in the Western Province of Rwanda. Many survivors there were the beneficiaries of houses built in the immediate



aftermath of the genocide, which are now in a very dilapidated condition – some even beyond repair. Having previously received support for housing materials from FARG, these survivors have been unable to access additional funding, even though in most cases, that initial support was supplied more than 15 years ago.

This situation was exacerbated by a report from the Auditor General in Rwanda which called FARG's inadequate support for shelter "not worth the amount of money spent." FARG has since decided to end all funding for shelter projects, leaving many survivors with no foreseeable solution to inadequate housing. With costs for new house construction in the

# Summary of the year

region of £4,000 for a basic 3-bedroom unit, the challenge of new shelter is compounded by many donors' resistance to fund capital building projects. With no funding available from FARG, there is a critical need for SURF to advocate for additional funding for housing.

## RIGHT TO HEALTHCARE

Survivors endure many health challenges, resulting from injuries suffered as a result of the genocide. They may also suffer from chronic diseases, disabilities, and mental health issues, all of which need support.

The cost of communal health insurance (*mutuelle de santé*) ranges from FRW 2,900 (about £3) for the extremely poor to FRW 7,000 (about £7) for the employed. The most vulnerable survivors are eligible to receive *mutuelle de santé* at no cost through FARG. This then entitles them to access primary healthcare through public clinics. This provision though is to be mainstreamed through the National Social Protection Strategy, and as such there will be a critical need to monitor the access of survivors to this support, which will be a focus of the work of SURF's partners.

Yet even with insurance, many survivors find it difficult to cover the unavoidable costs of medicine, food, hygienic products and transportation fares to and from clinics and hospitals. Patients are required to pay 10% of the cost of prescription drugs, which is beyond the financial capacity of many survivors.

Through a grant from Comic Relief, SURF is funding support for more than 1,500 HIV+ survivors in membership of AVEGA and Solace Ministries to access health clinics to ensure their adherence to their treatment regime. This project is due to conclude in September 2012. The challenge ahead will be ensuring that both partner organisations continue to maintain such support.

**We will reach more vulnerable widows and orphans and increase their standard of living**

## INCOME-GENERATING ACTIVITIES

Through the Comic Relief funded HIV+ Survivors Integration Project (SIP), SURF has developed a successful model of income-generating activities, based on a network of Cooperative Business Development (CBD) officers which SURF recruited from university graduates in membership of AERG. The CBDs receive training along with the Income Generating Activities (IGA) Officers of AVEGA and Solace in a curriculum developed by Amity Weiss which provides an introduction to all aspects of new business development – ranging from market research to business planning, and from marketing to sales.

A loan-guarantee fund has been established with the Urwego Opportunity Bank (UOB), a non-profit microfinance institution, which enables groups of survivors to access loans at below-market interest rates to set up and scale up their businesses. In the first phase of the work, 15 groups with an average of 25 survivors in each group were supported through an intensive three-month training programme, at the conclusion of which they submitted their business plans for assessment by UOB loan officers. By December 2011, all groups had received loans, and at the time of writing (March 2012), all groups have maintained a 100% repayment rate.

In January 2012, a new cohort of 15 groups began the training programme, with a further 15 groups expected to start up the training in June 2012. The success of this programme, coordinated by Catherine Russell, and supported by Raban Havugimana, can be placed in context of the repayment rate of less than 40% of the same groups that were established and funded under the independently managed DFID Care

and Treatment Programme for HIV+ Women Survivors.

In addition, many of the participants in the programme are considered high-risk clients due to their HIV+ status, their age (the average age is 49), their low level of income (average spending is around £1.25 a day in an average family size of 5, with an average of only 1 income earner per household, with 95% of households being female-headed) and their low education levels (77% of members with an education level no higher than primary school).

The model will form the basis of a new programme to be funded by DFID in 2012 to establish support to widowed survivors in the Southern and Northern Regions of Rwanda through AVEGA. The Widowed Survivors Empowerment Project (WSEP) is a three-year programme which will strive to transition over 2,000 survivors in these regions into sustainable IGAs by the end of the grant period.

## GOOD GIFTS

Survivors Fund received funding of £128,525 from the Charities Advisory Trust in 2011. The funding enabled an array of projects including:

- Two new solar lamp projects led by AVEGA Central Region and Solace Ministries
- Two new bicycle projects led by AVEGA Western Region and Uyisenga N'Manzi
- Stocking and expansion of a new goat farm in Nyagatare managed by AERG
- The expansion of the Gitarama pig farm benefiting orphans of AOOCM
- On-going support to the Ntrama cow farm managed by GAERG
- Distribution of rice at Christmas to widows and orphans of AVEGA Eastern Region
- Strengthening SURF's university sponsorship programme for young survivors

- Supporting SURF's education programme for children born of rape
- An array of additional livestock and livelihood projects

Funding from Good Gifts through the Charities Advisory Trust continues to be transformative for thousands of genocide survivors and their dependants across Rwanda. This has been due to the exponential growth of the livestock programmes, with demonstration farms set up with Good Gifts grants producing ever increasing numbers of offspring which are gifted on by survivors, often to non-survivors, as a means of enhancing social integration. AVEGA has pioneered this model of gift giving.

The impact of the funding from Good Gifts extends far beyond the direct support provided by the grants. It is enabling SURF and its partner organisations to respond to the needs of genocide survivors, and in most cases is enabling them and their members to generate an income that delivers a sustainable impact far beyond the period of the grant. Ultimately this is leading to our partner organisations and the survivors, supported through the programme, to become more self-sufficient and ultimately independent, realising our goal of rebuilding their lives after genocide.

Over the year ahead, we will be undertaking a more systematic evaluation to quantify the impact of other components of the programme. This will include an evaluation of the solar lamps and bicycle projects, as well as the goat and cow farms.

**We will deliver greater access to essential services for survivors**

# Summary of the year



Stephen Crabb MP, with former SURF Trustee, Alphonsine Kagabo, and SURF Supporter, Jean Bosco Ngabonzima at the Commemoration of the 17th Anniversary of the Rwandan Genocide at the Palace of Westminster, organised by SURF

## COMIC RELIEF

The critical focus of the Comic Relief funded HIV+ Survivors Integration Project (SIP), is to ensure the integration of HIV+ women survivors into the public health system in Rwanda. In partnership with AVEGA and Solace Ministries, SURF has been working to address the resistance of HIV+ women survivors in particular to access treatment through public health clinics, due to a lack of confidence and a perceived lack of confidentiality of doing so.

Through pro bono support from Dr Carl Auerbach, Professor of Psychology at Yeshiva University, we undertook a preliminary research study in Rwanda into the obstacles that a sample of the women faced to access treatment. SIP has developed a means of support for more than 1,500 HIV+ women survivors in membership of AVEGA and Solace Ministries, through Community Development Workers (CDWs) providing accompaniment to HIV+ survivors to local health clinics to ensure their integration into them. This proved important for a number of reasons, in particular to ensure that the survivors feel that they have the support

to report problems if any do arise, and to build up their confidence over a number of visits to begin to access treatment through the local health clinics independently.

## NTARAMA HEALTH CENTRE

A further extension of the AVEGA Health Centre in Ntarama was completed in 2011, with the opening of a hospitalisation ward which includes two single-sex wards, as well as private rooms, for patients that require residential care – as well as a dedicated maternity unit, the first of its kind in the area. This has been made possible through funding and support from INSPIRE!africa, and the Tinsley Foundation.

An additional extension to the health clinic was completed as well, providing a dedicated area for health education and training and consultation rooms for family planning, counselling and testing. An outhouse providing toilet and bathing facilities, and a cooking demonstration facility, were completed over the course of the year. These upgrades have enabled the clinic to become a flagship centre for high-quality primary healthcare in the region,

delivering care to over 15,000 patients over the year.

In November 2011, an internal evaluation of the centre was led by Lilian Muredwa, who developed recommendations for ensuring that the centre meets all national standards ahead of its planned transition to the Ministry of Health in September 2012. At this point, SURF's funding commitment will be complete and future funding will be provided through the Government of Rwanda.

### **CYANGUGU WELLNESS CENTRE**

In September, with funding from INSPIREafrica, AVEGA opened a new Wellness Centre in Cyangugu, on the site of its Western Region office, to provide health education and training to its members.

The Wellness Centre was developed in a previously disused building adjacent to the site of the AVEGA Western Region (AWR) office, and the centre is providing access to education, counselling and training for AWR members. Two additional Community Development Workers have been recruited, one with expertise in health and the other with expertise in livelihood development. Together they have developed and are leading a number of training sessions, including on active listening, how to help or orient trauma cases, support during the mourning period, mushroom farming, banana planting and sewing.

Through the centre, AWR members are able to understand how they can improve their own mental health, as well as to support other women survivors to do so. All the livelihood training ultimately helps to improve the nutrition or strengthen the prospect of income-generation for the 3,500+ genocide widows in membership of AWR. This is particularly important for HIV+ members.

### **FOUNDATION RWANDA**

Through funding from the US-based non-profit organisation Foundation Rwanda, SURF is able to provide support to an array of our partner organisations to identify and support the education of children born of rape. By the end of 2011, the programme is funding over 850 children through school, as well as providing additional support to the mothers of the children.

The financial support amounts to FRW 70,000 (£80) a year for primary school students, and FRW 160,000 (£180) for secondary school students and covers school uniform, personal items (toothbrush, mattress, soap, etc.) and scholastic materials (books, stationery, etc.) for both sets of students, as well as tuition and transport for secondary school students.

Foundation Rwanda is committed to continue to extend that support to children born of rape through to their graduation from school. However it is beyond its remit to support children of women survivors born after the genocide. This is where SURF's livelihood programme is proving invaluable, to enable the women to support independently such children, particularly once they reach secondary school age when the financial burden increases considerably.

In partnership with Dr Carl Auerbach and Denise Sandole of Yeshiva University, SURF and Foundation Rwanda are now developing a psychosocial programme to empower the women to address issues that arise from their situation and relationship with their children. This work is supported by Jemma Hogwood, a clinical psychologist from the UK who began working with SURF from September, who leads this work in-country and provides critical support to other partners.

Additional support was provided by Zack Gross, who interned with SURF last year on the Foundation Rwanda programme, until the return from sabbatical of Sam Munderere in

# Summary of the year

January to manage the programme for SURF. Zack coordinated the visit of the GLO Dental Team from the US, which provided dental treatment to over 1,000 of the beneficiaries – a vital contribution, as Rwanda has less than ten dentists. A repeat visit is planned for the year ahead. For his commitment, we are grateful.

## We will build a solid institutional base for the work of SURF and its partners

### PROJECT UMUBANO

In July, SURF organised the community group of Project Umubano, the two-week international social action programme of the UK Conservative Party.

A group of 10 members of the 100-strong delegation in Rwanda undertook an intensive capacity building exercise with nine of SURF's partner organisations (Uyisenga N'Manzi, Kanyarwanda, IBUKA, AVEGA (Central, Eastern Region, Western Region), AERG, GAERG, Solace Ministries), providing support and training on the development of programme proposals to deliver projects in the fields of solar power, gender-based violence, and bicycle transport.

The partners submitted a written application and budget following field research and consultation with beneficiaries, and presented their final proposals to a panel of dignitaries which included H.E Ben Llewellyn-Jones, British High Commissioner to Rwanda, and Stephen Crabb MP, Leader of Project Umubano.

Over the course of the two weeks, training sessions were developed and delivered by the Umubano team members on subjects including budgeting and proposal writing, communications and presenting. The winning proposals received grants made possible through funding from the Sigrid Rausing Trust and the Good Gifts Catalogue of the Charities Advisory Trust.

The 2012 Project Umubano initiative will evaluate and build the capacity of the same partner organisations to independently evaluate these projects and deliver a similar practicum on advocacy, which will provide training to the partner organisations as well as enabling them to secure funding for advocacy projects.

### KIGALI LANGUAGE EXCHANGE

In partnership with AERG in 2011, SURF developed the Kigali Language Exchange (KLE), which is delivering high quality, affordable English language training to all in Kigali. What is unique about the initiative is that 70% of all profits generated by KLE are to be reinvested into the Education into Employment programme that AERG continues to coordinate for university students in Rwanda.

KLE was initiated based on a need within Rwanda – a country that recently transitioned from Francophone to Anglophone – thus creating high demand for quality English teaching. There are currently few good quality, affordable language schools in Kigali, thus developing the school is helping to support the overall development of Rwanda. At the same time, its main purpose is to raise the funds necessary to support the on-going running cost of the Education into Employment Programme.

KLE is based on the successful English language programme originally developed as part of EiE, and has been in operation since September 2011. It is currently delivering training to an array of organisations, including a number of SURF partners (AVEGA, IBUKA and Kanyarwanda).

We are grateful to Maia Gedde who developed the concept, Lucy-Anna Kelly who led its implementation, Tamorah Greenwood who provided initial support, and to Portia Comenetia Allen who is now coordinating the project.



Some of the staff of SURF Rwanda: Albert Gasake, Legal Advocacy Project Coordinator; Catherine Russell, IGA Project Officer, Ariane Uwamahoro, Administrator

## SYSTEMS REVIEW

SURF Trustee, David Chaney undertook a follow-up on the systems review conducted by Health Poverty Action in 2010, to ascertain the progress made to strengthen the systems of SURF Rwanda and four of our partner organisations: AVEGA, IBUKA, AERG and GAERG. David travelled to Rwanda twice and developed a QuickBooks training course to strengthen the bookkeeping and financial management of our partner organisations, as well as an array of members of AERG.

## SURF PROJECTS TEAM

The SURF Projects Team, a virtual team of SURF volunteers which provides additional support and capacity on an array of projects and tasks, has grown to 25 participants. Working remotely, the team is proving invaluable in building our capacity to provide more support to our partner organisations, particularly in the translation and editing of documents and reports. The team undertakes various research projects. Special mention goes to Katherine Goldsmith, who has led a number of the projects, and to Matthew Betts, who continues to support our work through the volunteer programme at the LSE.

### We will empower survivors in the UK to address their own needs

SURF delivered less work with UK-based survivors over the year compared with previous years. This has been due to a strategic decision to focus our resources in the UK on support for survivors in greater need in Rwanda. However, ad hoc support has been provided to individual survivors on a case-by-case basis, supporting them to access counselling and legal representation in particular.

SURF has provided expert witness statements in a number of asylum cases in which survivors have been threatened with deportation. SURF also continues to lobby for the extradition of the four genocide suspects in the UK. The Crown Prosecution Service has not yet pursued cases against these four suspects, yet the UK courts have refused to transfer them to Rwanda.

SURF continues to provide guidance and advice to a number of survivor-led UK-based organisations, including Hope Survivors Foundation, West Midlands Rwanda Community Association and rYico.

# Organisational activities this year

## STAFF

The work of SURF would not be possible without an incredible team of committed staff.

In Rwanda, we are thankful in particular to Gabo Wilson (National Coordinator) and Ariane Uwamahoro (Administrator). Jude Tibenmanya stepped down from his post as Programme Manager to take up a scholarship for a doctorate at the University of Amsterdam in the Netherlands. We wish him well with his studies, and thank him for his valuable contribution to our Foundation Rwanda programme in particular. Samuel Munderere returned to SURF in January 2012 as a Programme Manager after successfully completing his postgraduate studies in international development on a scholarship at the University of Westminster in 2011. Vincent Nyauma continues to ensure the rigorous financial management of SURF in his position as accountant, supported by our administrator Ariane Uwamahoro, who also coordinates SURF's university sponsorship programme.

We were fortunate to have been supported this year by Catherine Russell, who has played a critical role in establishing and coordinating the income-generating activities which are the foundation of our current project funded by Comic Relief. She has been supported by Raban Havugimana, who formally joined the SURF team in January 2012.

In September, Jemma Hogwood, a clinical psychologist, joined AERG to support its One Dollar Campaign Project, developing a psychosocial programme and mental health policies for a new 200-person residence hall for young survivors at university in Kigali, as well as to support the trauma counselling work of SURF's partner organisations. We are fortunate to have her working with us over the year ahead.

Albert Gasake ably served as Project Coordinator of EiE at AERG, and on his return

from a six-month fellowship in the US with IREX, returned to SURF as our Legal Advocacy Project Coordinator. He was joined in January 2012 by Olivier Bucyana, who is working on a six-month project focused on international advocacy in Rwanda.

Lilian Murerwa joined us as Interim Project Officer in September, and has made a valuable contribution in leading the evaluation of the Ntarama Community Health Centre. Finally, we acknowledge the contribution of our support staff in Rwanda, Claudine (office assistant) and Godfrey (driver).

In the UK, we have been supported by Flavia Kirungi, our administrator, who retired from the post in January 2012 after seven years of service. The work of the SURF team is supported by a core team of dedicated, and long-term, supporters including Benon Banya (accounts), Andy Lawrence (education), Liam Dempsey of lbdesign (online) and Drew Sutton of niceimages (film and photography). We are thankful as well to Ngaire Ackerley of lbdesign for her work with us, in particular on the redesign of our website.

There have been a number of changes on the Board as well over the past year. Our former Treasurer, David Lumley, retired after fourteen years of service to the organisation. Jean Louis Mazimpaka retired from the Board to focus on his work with Hope Survivors Foundation, to support survivors of the Rwandan genocide in the UK. Both have made invaluable contributions to progress the work of SURF and advocating for survivors, and for that we are incredibly grateful.

## RISK

We have examined the major risks to which the charity is exposed and review them at each Board meeting. Systems and procedures have been put in place to manage those risks.

The Risk Register is maintained by the Chief Executive and Treasurer, under the supervision of the Board. Below is an overview of the major financial and operational risks we were facing at the end of the year.

Risk	Explanation	Level	Management
<b>Loss of senior management</b>	As a small organisation, the work of SURF is very much dependent on a small number of key staff – in particular David Russell as Chief Executive in the UK, and Gabo Wilson as National Coordinator in Rwanda. A succession plan is required to ensure that a smooth handover is made as and when the time arises that David moves on from SURF.	<b>High</b>	Due to the problems of recruiting a successor to Mary (SURF's Founder/Director) in 2008, work is required to ensure that a strong succession plan is in place when the time comes to replace David. Gabo has no plans to leave his position in Rwanda.
<b>Lack of core funding</b>	Much of our funding is restricted to use for specific programmes, and thus it continues to be difficult to meet the costs of running the organisation – in particular staff salaries (over 50% of our running costs).	<b>Medium</b>	Work continues to streamline the operation (and thus core costs) of SURF further – as well as securing unrestricted funding too.
<b>Non-renewal of support from Comic Relief (CR)</b>	SURF has historically been heavily dependent on funding from CR. The current grant runs for two years until September 2012, after which time there is no guarantee that there will be further funding available from the donor.	<b>Medium</b>	Discussion on future engagement planned in 2012. This will determine a possible application for a new programme with AERG, and terms of reference for an evaluation of our current grant in the summer of 2012.
<b>Loss of a principal funder</b>	SURF was heavily dependent on a small number of large institutional donors, in particular the Charities Advisory Trust and the Sigrid Rausing Trust. Loss of funding from either of them would result in challenges in funding core costs of SURF.	<b>Medium</b>	It is expected that Sigrid Rausing Trust will end its funding in March 2013. However, new grants from DFID and possibly the BIG Lottery Fund will enable SURF to cover core costs in both UK and Rwanda previously funded by SRT.
<b>DFID GPAF grant</b>	The new project with DFID is due to commence on 1st April. This will demand a more rigorous process of management and reporting than compared to any other grant that SURF receives. It is critical that SURF effectively manages the grant to meet DFID requirements to sustain funding.	<b>Medium</b>	Work has been undertaken to ensure that systems have been strengthened to address issues raised in the DFID pre-grant due diligence assessment report. Further work is required to ensure that the set-up of the grant is effectively managed to ensure risks are mitigated.

# Financial review for 2011

## SUMMARY

2011 proved our most successful year of fundraising since 2007. Not only did our income increase year-on-year by 25% to £850,308, but we also reduced our expenditure in the UK ensuring that we maximised our funding to our partner organisations in Rwanda. As such, we were able to generate surplus of £26,025 which has helped to replenish our reserves which we had utilised to cover the lean funding period which the organisation experienced in 2010.

## INCOME

We had a formal income target of £850,000, which we met this year. Since the Chief Executive assumed the post in 2009, income has increased by 60%, a remarkable achievement considering the challenging financial period.

Through a number of multi-year grants and funding pledges, the organisation has secured income of over £500,000 at the start of the new financial year. This compares favourably to the start of 2010 when we had no secured income.

Our major sources of income in 2011 were:

- Comic Relief, through which we secured £258,293 as part of our two-year HIV+ Survivors Integration Project (SIP). An additional £167,793 was received in the financial year, which was deferred to 2012 to fund activities in this period
- The Charities Advisory Trust continues to be one of our principal funders, through funding that it generates from the Good Gifts Catalogue and the Card Aid scheme. The grant of £128,525 covers an array of projects including £29,010 for the procurement of bicycles, and £20,134 for the procurement of rice, and funds for the university sponsorship programme for young survivors
- Funding from Foundation Rwanda increased to £122,046 from £48,979 restricted for

use for educational support to over 850 children born of rape in Rwanda, principally through our partner organisations AVEGA, Kanyarwanda and Solace Ministries

- We received £96,714 from individual donors in 2011, 12% down on 2010 (which was a record year for individual giving). Online donations amounted to £14,327, and £28,073 of regular giving through standing orders
- We received the second instalment of £80,000 of a three year £240,000 grant secured from the Sigrid Rausing Trust; £75,000 of which is unrestricted for use in Rwanda to support work with women survivors affected by gender-based violence

## EXPENDITURE

Our level of expenditure in 2011 was at the highest level in three years, at £824,283, an increase of 13% on 2010, the majority of which (£720,680) was disbursed on programmes in Rwanda.

Our major sources of expenditure this year were:

- The HIV+ Survivors Integration Project (SIP) is our principal project, with expenditure of over £260,169 in Rwanda, with funding disbursed to our partner organisations on the project AVEGA Agahozo and Solace Ministries
- An array of livelihood projects were funded out of the grant from the Charities Advisory Trust, with £106,218 expended in Rwanda, principally on university sponsorship with special grants to fund new bicycle and solar lamp projects. Some funding was carried over to 2012
- Our expenditure in the UK was 5% below budget at £100,482, comparing favourably to our expenditure in 2008, which amounted to £155,094

- Our expenditure on the Rwanda office was on budget at £104,486, which reflects a growing office to undertake more intensive capacity-building support to partner organisations, as well as monitoring and evaluation

## FUNDRAISING EFFECTIVENESS

For every £1 we spent on raising funds, we generated over £75 of income. Most of our fundraising efforts were expended on grant writing (25% of the Chief Executive's time), as we do not spend any money on marketing. We receive a Google Grant, which provides us with free advertising on Google.

## FINANCIAL FORECAST

The year ahead is promising to be the best yet for SURF since 2007. We have brought all our costs under control through a streamlining programme last year and thus begin the year with a very low cost base. We have diversified our funding base, and there are a number of funding opportunities on the horizon.

## FUTURE INCOME

The principal new funding for SURF in 2012 is a new three year grant funded by UKaid from the UK Department for International Development (DfID) which was awarded under the impact programme of the Global Poverty Action Fund (GPAF). The grant is for £966,360 over a three year period, for a Widowed Survivors Empowerment Project (WSEP) with our principal partner organisation, AVEGA Agahozo.

We are developing a new proposal to the International Communities programme of the BIG Lottery Fund which at the time of writing has progressed to the second stage of the application process. This is for a three-year grant in the region of £500,000 to support the extension of the work of AVEGA Agahozo in the Western Region of Rwanda.

Funding from Foundation Rwanda is set to increase again in 2012 to around \$300,000 (around £190,000) as we extend the educational support project for children born of rape.

## FUTURE EXPENDITURE

We are committed to keeping our costs as low as possible in the UK in 2012. SURF continues to retain only one employee in the UK (the Chief Executive) following the departure of the Administrator in January 2012 after seven years of service.

Following a salary review of staff in Rwanda, we awarded a real wage increase of 5% above inflation for all staff. The Chief Executive in the UK was awarded a 10% increase, which accounts for his refusal to accept a 5% increase in 2009-10 due to lack of funding at that time.

We plan to continue to increase the level of grant expenditure in 2012 as in the previous three years.

## RESERVES

The policy agreed by the trustees is that the recommended amount to be held in reserve by the organisation is £50,000, to cover three months operating expenditure in Rwanda and the UK.

In 2011, we began to build back up our reserves, after a period of drawing them down in 2010 in order to sustain operations over a challenging financial period. They stood at £30,724 by the year end. However, we expect to build back up the reserves to the recommended level in the first half of 2012.

# Future plans



An elderly genocide widow with Christine, the counsellor of AVEGA Western Region

Our long-term plans are outlined in our Strategic Plan 2012 – 2014, and our more immediate plans are outlined in the Summary of the Year section. The focus of our work will be concentrated in two principal areas:

## **DELIVERING JUSTICE**

- Enforcing the rights of survivors, and legal representation in Rwanda
- Greater funding specifically for survivors from the international community
- Advocating for and delivering restorative justice programmes for survivors

## **REBUILDING LIVES**

- Increase in the number of survivors with secure and sustainable livelihoods
- Survivors to have secured access to essential services (including health)
- Greater investment in education of survivors, and their dependants

# How SURF is run

Survivors Fund (SURF) is a charitable company, registered in England and Wales with both the Charity Commission (1065705) and Companies House (04311565).

This structure, which is used by many charities, allows us to have all the advantages of charitable status, and simultaneously to limit the trustees' liability through the company's 'limited' status. As a charity and a company limited by guarantee, Survivors Fund (SURF) has no share capital and therefore cannot be owned by anyone.

The charity is governed by its Memorandum and Articles of Association, dated 30 July 1997.

SURF is headed by a Board of Trustees. For company-law purposes, the trustees are also the directors of Survivors Fund (SURF) Ltd. Day-to-day management of the organisation is undertaken by the Chief Executive in the UK.

## THE BOARD OF TRUSTEES

The Board of Trustees has authority over and responsibility for the organisation and acts as its legal guarantors. The effective involvement of the Board of Trustees is considered crucial to the success of SURF and is dependent on shared goals, the development of sound and creative working practices and significant time commitments.

The Board meets at least five times a year, to assess the charity's progress since the previous meeting, and to set milestones to be achieved by the next meeting. The Chief Executive attends each Board meeting and provides an update to the Trustees on the charity's progress, and to assist in the setting of goals. Trustees also provide valuable assistance to the Chief Executive and other members of staff when necessary.

## TRUSTEE ELECTION, INDUCTION AND RE-ELECTIONS

Trustees are elected at the Annual General Meeting (AGM) by the members of Survivors Fund (SURF). The members include all the trustees, and a small number of other supporters of our work. In between AGMs, Trustees may be appointed temporarily by the general agreement of the existing trustees. However, any such appointments are only valid until the next AGM.

After appointment, trustees are presented with a copy of our most recent annual report, the charity's governing documents, and the minutes of the two most recent Board meetings. They are also asked to study the principles of the Charity Commission's Essential Trustee booklet, and are invited to meet with the Chief Executive and either or both of the Co-Chairs to discuss the charity's position and operation.

At every AGM, one-third of the Board of Trustees is required to resign, though they can then be re-elected. At the 2011 AGM, held on 15th October, David Lumley (our treasurer) retired.

## CURRENT TRUSTEES

Nine of the eleven trustees served the entire year. They are:

**Liliane Umubyeyi (Co-Chair)** – Liliane has been a trustee of SURF since 2004. She is a survivor of the genocide, and moved to the UK in 2000. For her work with SURF, Liliane won the Ultimate Woman of the Year Award for Best Campaigner from Cosmopolitan Magazine in 2007, the year she was elected Co-Chair.

**Nick Joseph (Co-Chair)** – Nick has been a trustee of SURF since 2007, and Co-Chair since 2009. Nick is the former interim Chief Executive of the Holocaust Memorial Day Trust and is a civil servant, currently at the National Offender Management Service, an agency of the Ministry of Justice, specialising in mental health issues.

# How SURF is run

**Jeff Hunt (Company Secretary)** – Jeff has been a trustee since 2009. He is a consultant for Hewlett Packard, and brings to SURF an expertise in information and communications technology.

**Lola Gostelow** – Lola was a founding trustee of SURF in 1997. She is an independent humanitarian policy advisor, formerly based at Save the Children UK, with an expertise in quality and accountability.

**Jeanette Kagabo** – Jeanette has been a trustee since 2004. She is a survivor of the genocide, and moved to the UK in 2002. She is an advocate for the cause of survivors, speaking at an array of national and regional events since 2003.

**Neill Quinton** – Neill was a founding trustee of SURF in 1997. He is Performing Arts Education Officer at the Royal Festival Hall, and has an expertise in grant-writing, formerly working for Amnesty International.

**Mark Pallis** – Mark has been a trustee since 2009. He is a barrister and formerly the Coordinator of the All Party Parliamentary Group on the Great Lakes Region and Genocide Prevention.

**Sam Hunt** – Sam has been a trustee since 2009. She is Assistant Headteacher at Sandhurst Comprehensive. In 2008 she received the Anne Frank Award for her work educating young people about the Holocaust. She is a volunteer educator for the Holocaust Educational Trust.

**Appolinaire Kageruka** – Appolinaire was elected on to the Board in September 2010, and brings with him a wealth of experience working in the Rwandan community in the UK as Chair of the West Midlands – Rwanda Community Association. He is a survivor of the genocide.

Jean Louis Mazimpaka and David Lumley retired from the Board. We appointed three new trustees:

**David Chaney** – David owns and runs a full service public accounting practice, representing over 200 clients including a number of charities. He regularly visits Rwanda and has worked to strengthen the financial management of SURF partners. He lives in Houston, Texas.

**Andrew Lees (Treasurer)** – Andrew is a Chartered Accountant currently contracted to the Ministry of Justice working in Corporate Finance. He formerly worked in the City and has an interest in Africa, as he was born and brought up in South Africa.

**Sue Enfield** – Sue has worked in Africa for over 15 years and has an expertise in participatory impact assessment and programme review, undertaking recent work for DFID and SIDA. Sue undertook the evaluation of SURF's first project funded by Comic Relief in 1999.

## STAFF

The Trustees delegate day-to-day responsibility for the running of the charity to the Chief Executive. The Chief Executive has a strong working relationship with the trustees, and is in regular contact with them concerning the running of the charity.

**David Russell** – David has been Chief Executive of Survivors Fund (SURF) since January 2009. David succeeded SURF's Founder Mary Kayitesi Blewitt OBE, with whom he had worked as consultant since 2004. He was formerly Co-Founder and Director of The PR Office, and is the Founder and Director of The Social Enterprise.

He is an NYU Reynolds Fellow in Social Entrepreneurship, with an MPA from New York University, and an MA from Cambridge University. He is Company Secretary of the SPID Theatre Company.



Odette Kayire, Executive Secretary of AVEGA Agahozo, with AVEGA members

## VOLUNTEERS

Our work is helped by the contribution of a number of individual volunteers, which constitute the SURF Projects Team. Their work is vital in extending the reach of SURF. The contributions of Katherine Goldsmith and Matthew Betts in particular, as well as Oyinda Bambose who undertook a one-week work experience placement at the UK office, have been invaluable over the year.

This year we facilitated three in-country internships, and we are dearly grateful for the valuable contribution to the work of SURF Rwanda of three students: Iona Roy (Monash University), Mia Newman (Stanford University) and Léa Steinacker (Princeton University). We are particularly thankful as well to David Chaney, who joined our Board this year and travels to Rwanda to build the capacity of our partner organisations as well as student survivors through the use of QuickBooks.

Special acknowledgment is made to the contribution of Kathy Shanklin, Rebecca Tinsley,

Andy Lawrence, Sam Hunt, and Joy Childs who all work tirelessly to help SURF raise funds in particular through schools and community groups in their area. We acknowledge as well, the contribution of our Accountant, Benon Banya, who has volunteered to climb Mount Kilimanjaro in 2012 to raise funding for SURF – above and beyond the call of duty! We are grateful as well to the guidance and advice of our Advisory Board in Rwanda: Raphael Rurangwa, Josephine Uwamariya, Aimable Twahirwa and Jean-Marie Byakwezi

And, finally, thank you to all the team from Project Umubano from the UK Conservative Party who committed two weeks of their summer holiday to work on a two week practicum with Survivors Fund (SURF). Tragically, Christopher Shale, who has led the team over the past five years passed away in June, but the legacy of his contribution will survive for years through the projects that he has inspired.

# How SURF is run



Left: Chase Uwihoreye, Executive Secretary of Uyisenga n'Manzi



Right: Jean Gakwandi, Founder and Director of Solace Ministries comforts a young survivor

## PARTNERS

SURF is fortunate to have a number of partners that support our work and make it possible both in the UK and Rwanda.

In the UK our work is supported by an array of funders whose support is invaluable. In 2011 this included the Alan & Babette Sainsbury Charitable Trust, Charities Advisory Trust, Comic Relief, Foundation Rwanda, William Frederick Haines Foundation, Tinsley Foundation, Wokingham Vineyards Church, All Saints Fulham, INSPIRE!africa, Pears Charitable Foundation, Stanley Foundation, L.I.F.E. For Health, Sammy and Natalie Kattan and the Sigrid Rausing Trust, as well as an array of anonymous donors.

Our design and website is made possible through the support of Ibdesign, and all photography and film is credited to Andrew Sutton of niceimages, whose personal dedication to the cause of survivors, as well as his partner Rachel Collingwood, is remarkable.

SURF has received guidance and advice from too numerous individuals to mention, but I would like in particular to acknowledge the non-monetary contribution of the following organisations to our work: UK Conservative

Party, APPG for the Great Lakes, Miracle Corners of the World, Tools With A Mission, Computer Aid, Holocaust Educational Trust, Holocaust Memorial Day Trust, HelpAge International, Network 4 Africa, Health Poverty Action, Mukomeze, Indego Africa, Msadaa, Redress, Medical Foundation. Apologies to those whom I have neglected to mention.

SURF has worked with the following survivors' organisations in Rwanda during 2011:

**AVEGA Agahozo** - Association of Widows of the Genocide | **Solace Ministries** - Christian Association of Survivors of the Genocide |

**Uyisenga N'manzi** - Survivors' Association of HIV+ Orphan-headed Households | **IBUKA** - National Umbrella of Survivors' Organisations in Rwanda | **AERG** - Survivors' Association of Students and Pupils | **GAERG** - Survivors' Association of Graduated Students and Pupils | **ASRG Mpore** – Association of Survivors of the Rwandan Genocide | **Duhozanye** - Association of Genocide Widows in Butare | **Dukundane**

**Family** - Association of Young Genocide Survivors | **Kanyarwanda** - Human Rights Organisation for Genocide Survivors | **AOCM** - Survivors' Association of Orphan-headed Households

# Statement of financial activities

	Unrestricted Funds 2011	Restricted Funds 2011	Total 2011	Total 2010
	£	£	£	£
<b>Incoming resources</b>				
Voluntary income	76,816	773,344	850,160	682,284
Investment income	148	-	148	88
<b>Total incoming resources</b>	<b>76,964</b>	<b>773,344</b>	<b>850,308</b>	<b>682,372</b>
<b>Resources expended</b>				
Cost of charitable activities	61,330	758,473	819,803	719,690
Governance costs	1,541	2,939	4,480	6,642
<b>Total resources expended</b>	<b>62,871</b>	<b>761,412</b>	<b>824,283</b>	<b>726,332</b>
<b>Net movement in funds</b>				
	14,093	11,932	26,025	(43,950)
Total funds brought forward	16,631	19,691	36,322	80,273
<b>Total funds carried forward</b>	<b>30,724</b>	<b>31,623</b>	<b>62,347</b>	<b>36,323</b>

The net movement in funds referred to above is the net incoming resources as defined in the Statement of Recommended Practice for Accounting and Reporting issued by the Charity Commission for England & Wales and is correct at the time of the drafting of this report, as compiled by the accountant of SURF. All activities derive from continuing operations

## DISCLOSURE OF INFORMATION TO THE ACCOUNTANT

The trustees, in their capacity as directors, state that so far as each of them is aware, at the time this report was approved:

- a) There is no relevant financial information of which the accountant is unaware; and

- b) That they have taken all steps that they ought to have taken to make themselves aware of any relevant financial information and establish that the accountant is aware of that information.

Each of the trustees has confirmed that they have had due regard to the Charity Commission's guidance on public benefit when exercising their statutory powers and duties.

Approved by the Board of Trustees and signed on their behalf by:

Liliane Umubyeyi, Co-Chair

Nick Joseph, Co-Chair

May 2012

# Contact

## **SURF**

12 Rickett Street  
West Brompton  
London SW6 1RU  
t. +44 (0)20 7610 2589  
e. [enquiries@survivors-fund.org.uk](mailto:enquiries@survivors-fund.org.uk)

## **SURF Rwanda**

PO Box 1942  
Kigali  
Rwanda  
t. +250 (0)788 303 264  
e. [rwanda@survivors-fund.org.uk](mailto:rwanda@survivors-fund.org.uk)

SURF has joined Twitter, follow us on: [www.twitter.com/survivorsfund](http://www.twitter.com/survivorsfund)

SURF is on facebook, like us on: [www.facebook.com/survivorsfund](http://www.facebook.com/survivorsfund)

See what we're up to on our new website at: [www.survivors-fund.org.uk](http://www.survivors-fund.org.uk)

Principal photography supplied by Andrew Sutton of niceimages, with additional photography by Andrew Lees, Nick Joseph and Mia Newman.

### **Survivors Fund (SURF)**

(company limited by guarantee)

Annual report and accounts  
For the year ending 31 December 2011

Registered as a company in England and Wales, number 04311565

Registered as a charity with the Charity Commission for England  
and Wales, number 1065705

### **Reference and administrative details**

Registered company number 04311565  
Registered charity number 1065705

### **Registered office**

12 Rickett Street  
West Brompton  
London SW6 1RU

### **Trustees**

Liliane Umubyeyi (Co-Chair)  
Nick Joseph (Co-Chair)  
David Lumley (Treasurer) (retired 15th October 2011)  
Neill Quinton  
Jeanette Kagabo  
Jean Louis Mazimpaka (retired 19th February 2011)  
Mark Pallis  
Sam Hunt

Jeff Hunt

Appolinaire Kageruka

Lola Gostelow

Sue Enfield (appointed 15th October 2011)

David Chaney (appointed 15th October 2011)

Andrew Lees (appointed Treasurer 15th October 2011)

### **Company Secretary**

Jeff Hunt

### **Chief Executive**

David Russell

### **Bankers**

Adam & Company  
22 King Street  
London SW1Y 6QY

Co-operative Bank  
1 Balloon Street  
Manchester M60 4EP

### **Auditors**

Prestons & Jackson Partnership LLP  
364-368 Cranbrook Road  
Ilford IG 2 6HY

**Survivors Fund (SURF)** is rebuilding the lives of survivors  
of the Rwandan genocide.

The vision of SURF is a world in which the rights and  
dignity of survivors are respected.





## **SURVIVORS FUND (SURF)**

12 Rickett Street

West Brompton

London SW6 1RU

United Kingdom

PO Box 1942

Kigali

Rwanda

### **Cover Images**

Above: Daphrose, a widowed survivor of the genocide, in front of a house constructed by SURF

Front cover: Members of the Twisungane Cooperative, a coffee growing association of widowed survivors in membership of AVEGA

Inside back cover: Julienne, a survivor of the genocide