



annual report **09**



SURF information



Street scene, Kigali © SURF

Survivors Fund (SURF)

(company limited by guarantee)

Annual report and audited accounts
For the year ending 31 December 2009

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
Nick Joseph
David Lumley
Richard Blewitt
Lola Gostelow
Neill Quinton

Sarah Westcott
Jeanette Kagabo
Jean Louis Mazimpaka
Mark Pallis
Sam Hunt
Jeff Hunt

Company Secretary

Richard Blewitt

Director

David Russell (from 1 January 2009)

Bankers

Adam & Company
22 King Street
London SW1Y 6QY

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.

Director's report



Children pose outside Mugina memorial and burial site © SURF

2009 has been a particularly challenging year.

I began as the new director of SURF in January 2009, succeeding SURF's Founder, Mary Kayitesi Blewitt OBE. The legacy of her tireless work is an organisation with strong and enduring relationships with funders. However, funding for a number of our projects came to a natural end during the last year, which created urgent challenges in seeking to

maintain our income to match our continuing expenditure, to meet the ongoing needs of survivors in Rwanda.

In spite of this obstacle, and because of our remarkable team in Rwanda, the positive impact of SURF's work has not suffered. As an independent evaluation of twelve years of SURF projects funded by Comic Relief reported at the end of the year:

"The achievements of SURF as a catalyst and advocate on behalf of survivor organisations, have been remarkable."

Though we recognise that there is still much more for us to do, we are glad to be able to report this year's highlights include:

The completion of the construction and equipping of a new health clinic in Ntarama, which opened in October 2009 and is being managed by AVEGA Eastern Region through the support of Network 4 Africa and INSPIRE!africa.

The launch of a new programme with Foundation Rwanda to deliver educational support to children born to women survivors raped during the genocide.

The development of a new education into employment programme for survivors at university to enhance their job prospects, in partnership with Project Umubano (UK Conservative Party International Social Action Programme).

The extension of two capacity-building programmes with AVEGA Western Region and IBUKA, to enable both

organisations to advocate and deliver frontline services more effectively with funding from Comic Relief.

The construction of twelve new houses in Kamonyi with funding from the Isle of Man Government and the rehabilitation of forty houses in Gitarama with funding from Jubilee Action.

The roll-out of a new solar lamp project to distribute over 1,000 solar lamps to households of survivors in villages across Rwanda with funding from Good Gifts.

We completed a strategic planning process over the year, and have mapped out our objectives until 2012. In the spirit of openness and transparency that we aspire to in all our work, we have published this on our website.

The purpose of this report 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, and discloses the policies the Trustees use to ensure our continued effectiveness.

As such, this annual report is somewhat different than others that we have published previously. It is modelled on the recommended template developed by Intelligent Giving, now part of New Philanthropy Capital.

If you have any questions, or require any further information, on anything included in the report then please do not hesitate to contact me at dr@survivors-fund.org.uk or on 020 7610 2589.

Summary of the year



View from the Virunga National Park © SURF



SURF Coordinator, Gabo Wilson, at a new home constructed for survivors in Kamonyi, October 2009 © SURF

Successes

Helped organise the United Nations 15th Anniversary commemoration in New York, as well as a UK Parliamentary commemoration at the Houses of Parliament and a national public commemoration event at the Amnesty International Human Rights Centre in London

Launched in partnership with Foundation Rwanda a new dedicated website for an international Reading of the Testimonies initiative, and helped to facilitate Reading of the Testimonies events in locations from Boston to Johannesburg

Organised the logistics in Rwanda for Project Umubano, the two-week international social action programme for 100 UK Conservative Party members headed by Andrew Mitchell MP, Shadow Secretary of State for International Development

SURF was featured across a number of media outlets, including the BBC Radio 4 Today Programme, the Guardian newspaper and Al Jazeera News

Launched the new SURF 100 Club (individual donors that give more than £1,000 a year after Gift Aid), which now numbers 12 members

Revised and staged the Heroes Of Our Time exhibition at the London School of Economics

Completed the strategic planning process, and published the strategic plan for 2009 to 2012

Raised a record level of funding from individuals in 2009; exceeding £100,000

Challenges

We have yet to reach agreement on the future use of the survivor's centre in Kamonyi. At present the centre is being used as the temporary offices of SURF Rwanda, though the hope is to secure a partnership with the Commission for the Fight Against Genocide (CNLG) and IBUKA (national umbrella of survivors' organisations) for the building to be the national research and documentation centre on genocide.

As reported in the independent evaluation by Comic Relief, despite the impact of our work many of our partners (survivors' organisations in Rwanda) are still some way from being independent, self-sufficient and sustainable. Ultimately, SURF strives to build the capacity of our partners to deliver support to survivors – but at times we focussed too many of our resources on providing support directly to survivors

Despite record traffic to the SURF website in 2009 (17,775 unique visitors), few individuals became new donors. We set up a new mechanism to give online with Virgin Money Giving, which we hope will make it easier for people to donate through the website.

Charitable activities in 2009



Womens sewing group, Gitarama © SURF

Here we describe our work in the year ending 31 December 2009, highlighting our strengths and weaknesses, looking forward to the work that we plan to undertake in 2010. Progress is assessed against our goals as stated in the SURF Strategic Plan.

We will secure the rights of survivors to justice and protection

IBUKA documented the killing of 26 survivors in Rwanda in 2009. As gacaca (village based genocide trials) is due to end in 2010, many perpetrators of the genocide have been released from prison and continue to pose a threat to survivors. Through a gender-based violence (GBV) programme in the Kamonyi region supported by the Sigrid Rausing Trust, we have been able to sensitise the police and local authorities to enable more vulnerable women (survivors in particular) to report incidents against them, and to ensure that the authorities are better equipped to act on those reports. This has delivered a positive impact for women and girls more widely, beyond just survivors in this region.

Through funding from Comic Relief, we have been able to fund a staff position of advocacy officer at IBUKA, which has helped in documenting incidents against survivors. However, IBUKA requires more support to document and report more extensively on the situation of survivors, and to more effectively utilise information technology to convey that to a wider audience. However, they have begun to do so with the launch of a new website, also made possible by the Comic Relief funding for an information officer.

Charitable activities in 2009



Pig farming at the demonstration farm, Gitarama © SURF

We will advocate nationally and internationally for the rights of survivors

In December, at the 64th General Assembly of the United Nations, a resolution was adopted calling for the urgent implementation of proposals to assist survivors of the 1994 Rwandan genocide “requesting the Secretary-General to encourage relevant United Nations agencies, funds and programmes to provide assistance in the areas of education, medical care, skills training and microcredit programmes aimed at promoting self-sufficiency.” SURF continues to back the campaign, calling on the UN to honour this resolution which was first introduced six years ago.

However, there is a role also for SURF to play in empowering survivors’ organisations in Rwanda to ensure that support for survivors from the Government of Rwanda is maintained. At present, 5% of domestic tax revenue is channelled into a Government Assistance Fund for Survivors (FARG), which provides, primarily, educational support for orphaned survivors and livelihood support for widowed survivors. The future of FARG is currently unclear and thus SURF will focus on delivering greater support to our partners to address this work in the year ahead.

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

Through funding from the Good Gifts catalogue, an initiative of the Charities Advisory Trust, we have been able to distribute more livestock to widows of the genocide than ever before. Over 1,000 goats and nearly 10,000 chickens

were distributed in 2009 through several partners, including AVEGA Agahozo, AOCM and Solace Ministries. This has helped to boost the standard of living, build confidence and self esteem, and reduce poverty and vulnerability amongst survivors.

The livestock provide nutrition to the families (milk, eggs, meat) plus a source of income. They also provide manure for the small farms used by the beneficiaries and for small income generation.

The project began in 2007. Since then the lives of thousands of survivors have changed immeasurably for the better – enabling them to move from poverty to self-sufficiency through income from small livestock, which in turn helps to alleviate trauma.

In 2009, we provided our first advance, of \$15,000, to a partner organisation as well. The interest-free advance to Solace Ministries will help them to complete an annex to their guest house and will be repaid over the course of 2010. The enhanced capacity of the guest house will provide more income for the organisation, as well as employment opportunities for survivors, which they employ as staff. We hope to develop this as a model to provide capital to more of our partners for organisational revenue-generation projects.

We will deliver greater access to essential services for survivors

2009 marked the final full year of the Care and Treatment Project for HIV+ survivors of the genocide, funded by the

UK Department for International Development (DFID). The project, which has provided holistic antiretroviral treatment to 2,280 HIV+ survivors through health clinics, is managed by AVEGA Central Region, AVEGA Eastern Region and Solace Ministries. The project has had a massive impact on the lives of survivors and the challenge ahead for the partners is to ensure that they are able to continue to sustain the comprehensive support delivered through the project, which includes medical services, social services, trauma counselling and income generating activities. In 2010, SURF will be working with the partners to ensure that this is delivered. Discussions are currently ongoing with the Global Fund and Rwandan Ministry of Health.

In October we opened a new health clinic in Ntarama through funding from a coalition of donors, including Network 4 Africa, INSPIRE!africa, Jubilee Action, The Funding Network and the Bliss Foundation. The clinic is managed by AVEGA Eastern Region, and there has been such an overwhelming demand for its services that it is now open throughout the night, as well as during the day, using a rotation system of the dedicated staff. In the first two months of operation, over 1,000 patients were seen at the clinic – double the estimated number. The clinic does not have the capacity to offer patients in need of a bed, particularly women requiring maternity facilities, and as such we are now completing the construction of a hospitalisation ward, which will open in early 2010.

SURF supports 76 young survivors through university – with support that ranges from funding for tuition (on average around £650 a year) to comprehensive support, including

funding for transport, accommodation, scholastic materials and hardship, (which can amount to over £1,500 a year). In 2009, our first group of 12 students graduated from INILAK (Independent Institute of Lay Adventists of Kigali) and ULK (Kigali Independent University).

With support from the UK Conservative Party, we developed a new education into employment programme, to ensure that the young survivors that we support through university have a greater opportunity to secure jobs on graduation. The initial two-week project was so successful that we subsequently recruited a coordinator to extend the work. In December we appointed Maia Gedde on a six month contract, who comes to us from the Tropical Health and Education Trust. To develop the programme in 2010, we will be working with our two partners in Rwanda which work most closely with students: AERG (Survivors' Association of University Students) and GAERG (Survivors' Association of Graduated University Students).

In a partnership with the US-based non-profit organisation, Foundation Rwanda, SURF launched a new programme to provide educational support to 150 children born of women survivors raped during the genocide. Working with IBUKA, Solace Ministries and AVEGA Agahozo, we have developed the programme which ensures that support is delivered in the greatest confidence to the children, as well as beginning to develop a concurrent programme of support to the women survivors as well. By the end of 2010, we hope to scale up the programme to support up to 500 children, as well as to have developed the first income-generating activities with the women survivors too. The programme is very much

a partnership with Foundation Rwanda, which is leading the fundraising drive through an international multimedia campaign.

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

The independent evaluation of the work of SURF and our partners by Comic Relief in November provided a unique opportunity for us to assess our institutional base and to begin to develop a strategy to strengthen that in the years ahead. The process has already proven to be incredibly positive, enabling us to honestly evaluate what we have done right and wrong over the first twelve years of our operation. Without doubt, there is more support that we can provide to our partners to ensure that they can be more self-sufficient and independent in future. Developing exactly what institutional support is required and how we deliver it, in consultation with the partners, will be a priority in 2010.

SURF developed its website in 2009, and provided support for a number of partners to develop new or upgraded websites, including IBUKA. We launched a new electronic monthly newsletter, a blog, as well developing a presence on Twitter and Facebook, in order to raise further awareness of the work of SURF and the partners. We have attempted to transition as much of our communications from paper to email in order to save costs, for both the organisation and the environment.

Charitable activities in 2009



A young survivor tends a calf, a product of the livestock programme funded by Charities Advisory Trust © SURF

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

We continue to work with Hope Survivors Foundation (HSF), a London-based organisation lead by and representing survivors of the genocide in the UK, headed by SURF Trustee, Jean Louis Mazimpaka.

An annual public commemoration event was organised with HSF in April, and we are now working to build relationships with other regional survivors' organisations in the West Midlands, Oxford and Newcastle. To this end, we developed a summary proposal to the BIG Lottery Fund Reaching Communities programme and have been invited to submit a full proposal in 2010 for a programme to extend more support to survivors in the UK.

It is estimated that there are 1,500 survivors in the UK, many of whom continue to suffer from trauma and isolation. The programme we are developing will formalise our current partnerships with the Medical Foundation for the Victims of Torture, which provides psychosocial support to survivors in the UK, and Redress, which works to secure justice and reparation for survivors.

Organisational activities in 2009 – Staff



A young sports team from Kamonyi in SURF t-shirts with an anti gender-based violence message, a programme funded by the Sigrid Rausing Trust © SURF

In January, Mary Kayitesi Blewitt OBE was succeeded by David Russell as Director of SURF. David first began working with SURF in 2004, providing support to Mary as a communications consultant, and thus knows the organisation and its work well. He has travelled to Rwanda numerous times to visit projects and meet the partners, and through his former work as Co-Founder and Director of The PR Office, and Founder and Director of The Social Enterprise, he brings to the job a wealth of experience. Mary continues to actively advise David in her formal position as SURF Founder.



Panels at SURF's Heroes Of Our Time Exhibition at the LSE, October 2009, © SURF

We are fortunate to have a strong team in the SURF Rwanda office. Gabo Wilson set up the office in 2003 and continues to head it as our Coordinator. He is supported by two programme managers, Joram Sebatware and Sam Munderere, and our Administrator, Ariane Uwamahoro. All work tirelessly to deliver our work in Rwanda. Unfortunately, our Director of Operations, Godfrey Karanga, is on indefinite leave due to a long-term health matter and we wish him well.

In the UK, we are supported by Flavia Kirungi, our administrator, as well as Benon Banyana, our part-time accountant. Liam Dempsey, Helen Andrews and his



Exhibits at SURF's Heroes Of Our Time Exhibition at the LSE, October 2009 © SURF

team at Ibdesign and Drew Sutton and his team at niceimages continue to provide critical support for our online communications, design, photographic and film requirements. This year Andy Lawrence, a teacher at Hampton School, officially joined the SURF core team as our education coordinator, providing an expert resource on a voluntary basis.

The SURF UK Board remained the same in 2009 with 12 members, of which 3 are survivors based in the UK. In 2010 we will be working to enhance the representation of survivors on the Board.

Organisational activities in 2009 – Risk

| Risk | Explanation | Level | Management |
|--|--|------------------|---|
| Lack of core funding | 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 the cost of staff salaries (over 50% of our running costs) | Very High | We have worked to reduce costs in 2009, moving to a smaller office and not replacing our Director of Operations in Rwanda. We are requesting for donors to consider allocating funding on an unrestricted basis. |
| Loss of senior management | As a small organisation, the work of SURF is very much dependent on a small number of key staff – in particular David Russell as Director in the UK, and Gabo Wilson in Rwanda. The sudden loss of either or both of them would make it very difficult to ensure the continuity of the work | High | We are working on developing leadership sharing to ensure that the programme managers in Rwanda are involved in major decisions and leading work with partners and donors. This will strengthen the organisation, as well as guarantee greater continuity in case of the loss of the Director or Coordinator. |
| Loss of a principle funder | 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 pose serious difficulties in sustaining the work. | High | We are working on new grant applications to all principal funders, and have submitted a 3 year grant application to the Sigrid Rausing Trust. Diversifying our base of principal funders is also a priority for 2010. |
| Loss of support from Comic Relief | SURF has historically been heavily dependent on funding from CR. It provided the first grant to SURF in 1997, and by 2003 over 85% of our income came from CR. In 2009 income from CR was 5% of the level it was in 2006 (£700,000). | High | The independent evaluation commissioned by CR on SURF's work was positive. This lays a stronger foundation for our relationship, on which the Director is now working. We are submitting a new grant application in 2010. |
| Reputational risk | SURF is dependent on the support of survivors in the UK and Rwanda in order to sustain its work, both in terms of having partners to deliver that work as well as advocates to raise awareness of it. If SURF lost its reputation as an organisation genuinely representing the interests of survivors it would prove difficult to continue. | Medium | We have recognised that at times we have prioritised delivering support requested by survivors and neglected how and with whom that support is delivered. In 2010 we are focusing on re-establishing relationships with existing partners, and developing relationships with new partners, to ensure that we continue to have the support from the survivors that our work requires to be credible. |

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 Director and Treasurer, under the supervision of the Board. To the left is a summary of the major financial and operational risks we faced this year.

Financial review for 2009



A survivor and resistance fighter at Bisesero Memorial Site © SURF

Summary

2009 was a challenging year financially for SURF, as set out in the Statement of Financial Activities appended to this trustee's report. However, despite the poor economic climate there were a number of highlights over the course of the year, in particular new income that we have generated.

Income

We had a formal income target of £740,000, of which we fell short securing £530,843. This was due to the challenging financial climate during the year, with many trusts and foundations not accepting new grant applications. We had also budgeted for new funding from Comic Relief and the UK Department for International Development, neither of which materialised. Through mutual agreement with Comic Relief we agreed to postpone a new application until 2010 until the completion of the independent evaluation process. Despite being shortlisted for the DFID Civil Society Challenge Fund for the second year, our final proposal was rejected.

However, our major sources of income this year were:

For only the second year since our establishment in 1997, Comic Relief was not our primary source of income. As in 2008, in 2009 it was the Charities Advisory Trust, which provided funding of £196,183 predominantly through sales from its Good Gifts catalogue, restricted for use for livelihood projects in Rwanda.

We received £104,205 from individual donors in 2009, our highest level ever. Over £21,137 of that total was donated online, and over £30,694 of the total was through standing orders, also new records for us. £15,347 of that total came from the BBC Radio 4 Appeal, and over £15,000 from the wedding of Sammy Kattan and Natalie Sholem – who kindly asked all their guests to make a donation to SURF in lieu of personal gifts.

For the fourth consecutive year Sigrid Rausing Trust provided funding of £80,000, restricted for use for a gender-based violence programme in Rwanda.

Expenditure

Despite our income falling in 2009, we managed to sustain our level of expenditure, at £663,382, in fact at a higher level than in 2008 (£623,376). This was due to the fact that we made a large transfer of funding to Rwanda at the start of the year on grants received at the end of 2008.

Our expenditure in the UK came in under budget at £130,488 (a saving of over £33,000).

Our major sources of expenditure this year were:

The majority of our UK expenditure comprised staff costs. Employing two full-time staff, and making a one-off exceptional payment to the outgoing director (of £10,000 as a pension contribution, as the organisation had not provided any contribution over the twelve years of her service), amounted to £86,775.

Financial review for 2009

Grant expenditure on the Charities Advisory Trust project amounted to £165,737, followed by grant expenditure on the Ntarama Health Clinic, which amounted to £114,155, in 2009.

Governance costs were £5,441, including both the cost of the compilation and auditing of the accounts, as well as the cost of a visit of three trustees to Rwanda over the year.

Fundraising effectiveness

For every £1 we spent on raising funds, we generated over £26 of income. Most of our fundraising efforts were expended on grant writing, as we do not spend any money on advertising. We receive a Google Grant, which provides us with free advertising on Google.

About this year's accounts

The Audited Statement of Financial Activities of SURF is appended at the end of this report.

The audit is conducted by Prestons and Jacksons Partnership LLP, a member of the Institute of Chartered Accountants of England & Wales. The audit is lead by their partner Anver Patel, Associate Chartered Accountant, along with Taslima Jomeen, Alkesh Mehta and Jai Vora.

The audit is more than just a report for SURF, but is a process through which assess and evaluate our financial management procedures on an annual basis. Our accounts are audited both in the UK, as well as in Rwanda, and the audited accounts are published on our website.

Financial forecast

2010 promises to be a better year than 2009. The economy is beginning to recover, which will have a positive effect on the level of individual giving. As the equity market recovers as well, we expect the endowment and investments of trusts and foundations to increase, resulting in new grant applications being invited for funding programme for which SURF is eligible, and which were closed to us in 2009.

Future income

2010 is a critical year for SURF, with a number of major multi-year grant applications due. Early in the year we expect a decision from the Sigrid Rausing Trust on a three-year grant to support our work in Rwanda. We hope to apply for a new project grant from Comic Relief later in the year, as well as applying for funding from the BIG Lottery Fund to support work with UK-based survivors. In addition, we will have an opportunity to apply again for funding from DFID again this year. We hope to sustain the level of funding from the Charities Advisory Trust, though they endured tough trading conditions in 2009, which will affect the size of our grant.

Funding from Foundation Rwanda is set to increase in 2010, as they accelerate their fundraising drive in the US. In addition, we continue to have a strong relationship with Network for Africa, which is committed to continue to support the Ntarama Health Clinic.

Future expenditure

We are committed to cutting our costs in 2010, and in January will move into a new, smaller office, reducing our rent by 60% from £17,000 a year to £7,200 a year. In addition, SURF's administrator, Flavia Kirungi, will start on shorter working hours, reducing our UK payroll costs – which have been the most difficult component of our costs to cover. In Rwanda, we continue to strive to minimise our costs, in order to maximise grant expenditure, and we hope to maintain the same level of expenditure in 2010 despite a salary review for the Rwanda staff, the first in four years.

We hope to at least maintain the same level of grant expenditure in 2010 as the previous two years.

Reserves

The policy agreed by the trustees is that the minimum amount to be held as reserve is set at three month's operating expenditure. In 2009 we spent down most of our reserves, due to a shortfall in our budgeted income. This was necessary due to the contraction in funding from Comic Relief in 2009, and a smaller grant than originally budgeted from the Sigrid Rausing Trust. We expect to begin to build back up the reserves in the second half of 2010, to the agreed level by 2011.

Future plans



Gacaca poster in Kigali © SURF



Counselling at AVEGA EAST, Rwamagama © SURF



A family outside their new home, Kininya Village, Kigali © SURF

Delivering Justice

- Reduction in the number of genocidal-linked killings of survivors
- Greater funding specifically for survivors from the international community
- Protection of the rights of the survivors', in particular relating to gender justice

Rebuilding Lives

- Increase in the number of survivors with secure and sustainable livelihoods
- Reduction in the number of survivors categorised as "very vulnerable"
- Survivors to have secured access to essential services
- Greater investment in education of survivors, and their dependants

Empowerment

- Ensure that survivors' organisations are generating more revenue
- Improve the sustainability of SURF and its partners
- Empower survivors in the UK to address their own needs

How SURF is run



Children at the SURF demonstration farm, Gitarama © SURF

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 Director and supported by an administrator in the UK.

The Board of Trustees

The Board of Trustees have authority over and responsibility for the organisation and act 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 building programme at Kininya, Kigali © SURF

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 Director 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 Director 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 Director and either or both of the Co-Chairs to discuss the charity's position and operation.

At every AGM, all of the Board of Trustees is required to resign, though they can then be re-elected. At the 2009 AGM, held on 27th June, all twelve current trustees resigned and were re-elected.

Current trustees

All twelve of the 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. He was formerly the interim Chief Executive of the Holocaust Memorial Day Trust and is a career civil servant currently at the Ministry of Justice.

David Lumley (Treasurer) – David was a founding trustee of SURF in 1997. He is the director of Catella Financial Office, and a financial expert.

Lola Gostelow (Secretary) – 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.

Richard Blewitt (Company Secretary) – Richard has been a trustee of SURF since 1999. He is Chief Executive of HelpAge International, and formerly was based at the International Federation of the Red Cross.

How SURF is run



Participants in SURF's Reading of the Testimonies event at Whitechapel Art Gallery, July 2009 © SURF

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.

Sarah Westcott – Sarah has been a trustee of SURF since 2003. She served as the Regional Manager of Oxfam's programme in Central Africa (covering Rwanda) during the genocide. She is the former Chair of SkillShare International.

Jean Louis Mazimpaka – Jean Louis has been a trustee since 2007. He is a survivor of the genocide, and moved to the UK in 1999. He is also the Founder and a Trustee of Hope Survivors Foundation, which supports survivors of the Rwandan genocide in the UK.

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.

Jeff Hunt – 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.

Staff

The Trustees delegate day-to-day responsibility for the running of the charity to the Director. The Director 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 Director of Survivors Fund (SURF) since January 2009. David succeeded SURF's Founder Mary Kayitesi Blewitt OBE as Director, 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 has worked previously with organisations including the Nelson Mandela Foundation and Oxfam UK.

He is an NYU Reynolds Fellow in Social Entrepreneurship, receiving an MPA from the Robert F. Wagner School of Public Service, New York University and an MA from Christ's College, Cambridge. He is Company Secretary of the SPID Theatre Company, an urban community theatre for disadvantaged young people in West London, and is a Trustee of the Congregation of Jacob Synagogue.

Flavia Kirungi – Flavia is SURF's Administrator and assists David in the day-to-day running of the London office. Flavia was also a founding trustee of SURF in 1997. She



Memorial and graves at Muhazi © SURF

speaks fluent Kinyarwanda which is of enormous help in communications with staff of partner organisations in Rwanda as well as with survivors in the UK.

Volunteers

Our work is helped by the contribution of a number of individual volunteers. As a small organisation we cannot accommodate every request we receive from potential volunteers and interns, however we try to facilitate placements for all those that are willing to commit the time to help us.

In 2009, we received support from Carla Ayrton and Katie Sellers, our summer interns. As well, Matthew Betts and Stefan Mrozinski provided specific volunteer expertise over the year in the field of French translation and legal guidance. Noam Schimmel continues to provide special academic guidance on our work, and made possible the Heroes Of Our Time exhibition at the London School of Economics.

Through the new Good Gifts medical electives programme, Pete Davies became our first medical volunteer in Rwanda.

And, finally, thank you to all the team from Project Umubano and in particular Christopher Shale, who led the team and continues to provide invaluable advice on our Education to Employment programme.

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 funder whose support is invaluable. In 2009 this included INSPIRE!africa, Charities Advisory Trust, Comic Relief, Network For Africa, The Funding Network, Jubilee Action, Pears Charitable Foundation and the Sigrid Rausing Trust. We also benefited this year from a BBC Radio 4 Charity Appeal, an opportunity for which we are grateful.

Our design and website is made possible through the support of ldesign, and all photography and film is credited to Andrew Sutton of niceimages,

whose personal dedication, as well as that of his partner, Rachel Collingwood, to the cause of survivors is remarkable.

SURF has received guidance and advice from too numerous individuals to mention, but we would like in particular to acknowledge the contribution of the following organisations to our work: Foundation Rwanda, Aegis Trust, Survivors Corps, UK Conservative Party, Miracle Corners of the World, Tools With A Mission, International Health Partners, Anne Frank Trust, Holocaust Educational Trust, Holocaust Memorial Day Trust, Holocaust Survivors' Centre, ARK, ClIFF, Fahamu, SkillShare International, Health Unlimited, Christian Aid, CAFOD, Afrikids, Msaada, Redress, Medical Foundation, Rainbow Tours. Apologies to those whom I have neglected to mention.

SURF has worked with the following survivors' organisations in Rwanda during 2009:

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

Statement of financial activities

SURVIVORS FUND

Statement of Financial Activities (including Income and Expenditure Account) for the year ended 31 December 2009

| | Unrestricted Funds | Restricted Funds | Total Funds | Last Year Total Funds |
|------------------------------------|-----------------------|---------------------|----------------|--------------------------|
| | 2009 £ | 2009 £ | 2009 £ | 2008 £ |
| Incoming resources | | | | |
| Voluntary income | 105,838 | 424,714 | 530,552 | 703,272 |
| Investment income | 291 | – | 291 | 4,881 |
| Total incoming resources | <u>106,129</u> | <u>424,714</u> | <u>530,843</u> | <u>708,153</u> |
| Resources expended | | | | |
| Costs of charitable activities | 155,283 | 502,658 | 657,941 | 619,370 |
| Governance costs | 2,183 | 3,258 | 5,441 | 4,006 |
| Total resources expended | <u>157,466</u> | <u>505,916</u> | <u>663,382</u> | <u>623,376</u> |
| Net movement in funds | (51,337) | (81,202) | (132,539) | 84,777 |
| Total funds brought forward | 63,999 | 148,813 | 212,812 | 128,035 |
| Total Funds carried forward | <u>12,662</u> | <u>67,611</u> | <u>80,273</u> | <u>212,812</u> |

The net movement in funds referred to on the left 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 reconciled to the total funds as shown in the Balance Sheet on page 15 as required by the said statement. All activities derive from continuing operations.

Disclosure of information to auditors

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 audit information of which the auditors are unaware; and
- b) That they have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and establish that the auditors are 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
June 2010

Contact



A group of young survivors sponsored by SURF through university at their graduation ceremony, July 2009 © SURF

SURF

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SURF has joined Twitter, follow us on:

www.twitter.com/survivorsfund

See what we're up to on our website and read a blog by our director at: www.survivors-fund.org.uk

See our new education blog at:

www.survivors-fund.org.uk/education

Photography supplied by Andrew Sutton of niceimages