



annual  
report **10**



**SURF**  
Survivors Fund



David Russell, Director of Survivors Fund (SURF), with a cassava-growing cooperative formed by widowed and orphaned survivors in membership of AVEGA Western Region in Rusizi.

## The Year in Review

The year 2010 has been a pivotal year for Survivors Fund (SURF). We started the year facing a number of challenges, particularly financial pressures resulting from the difficult economic climate, but we finished strongly having developed a number of new and innovative projects in Rwanda. Our team has had to be creative, developing high-impact approaches to meet the many needs of survivors in Rwanda with only limited resources.

Of particular note is the Education into Employment programme, which in only one year has become a flagship project for SURF. What is most remarkable is the programme has been delivered on such a small budget. As positive, is the development of our new HIV+ Survivors Integration Project funded by a grant from Comic Relief, which is establishing sustainable income-generating activities for

members of AVEGA (Association of Widows of the Genocide) and Solace Ministries (Christian Survivor's Association).

There are individual success stories as well: survivors who have overcome the greatest obstacles to rebuild their lives. Their strength is astounding. They have helped not only themselves to a better life, but those less fortunate than themselves as well.

At the end of last year, one such survivor, Odette Kayirere, now Executive Secretary of AVEGA Agahozo, the Association of Widows of the Genocide, was awarded the Guardian International Development Achievement Award for her work supporting thousands of widows and orphans in the country's Eastern Province, an award for which SURF nominated her.



David Russell, Director of SURF, in the centre, with Nick Joseph and Liliane Umubyeyi, Co-Chairs of SURF.

Odette is now working to open a new office to reach the 8,500 widows in membership of AVEGA in the Southern Region of Rwanda still requiring support. As many widows are now elderly and increasingly housebound, without the families that traditionally would support them, the need for AVEGA's help is ever-more critical. Enabling AVEGA to undertake this critical and time-sensitive work, is our priority for the year ahead.

At the start of 2010 we were in a difficult position, with a critical need to sustain our programmes, but with a downturn in funding and the natural end of a number of large grants. However, through the consolidated effort of our staff, partners and trustees we were awarded a number of multi-year grants which have secured our future at least in the medium-term.

However, it raises questions as to how we will sustain ourselves as an organisation in future. These will be issues that we will be addressing

as part of our strategic review in 2011 as we develop a new three-year strategic plan: What will SURF's role be in the coming years? How will the organisation be structured? What will our relationship be with our partner organisations? Which areas of our current work will we prioritise?

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.

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](mailto:dr@survivors-fund.org.uk) or on 020 7610 2589.

As ever, we thank you for your support in making our work possible.

David Russell Director	Liliane Umubyeyi Co-Chair	Nick Joseph Co-Chair
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# Summary of the year



Women await immunisation for their babies at the Ntarama Health Clinic, a programme managed by AVEGA Eastern Region.

## Successes

Secured a new grant of £523,486 from Comic Relief for a new two year programme to support HIV+ women survivors in membership of AVEGA and Solace Ministries;

Secured a new three-year grant of £240,000 from the Sigrid Rausing Trust to extend our support to women survivors affected by gender-based violence with AVEGA and IBUKA;

Established the Education into Employment programme in partnership with AERG to support young survivors at university to secure employment on graduation, which includes Rwanda's first national mentoring programme and career development newsletter;

The formal launch of the SURF Fellowship recognising the 61 young survivors that SURF has supported who have graduated from

university and the 84 young survivors who SURF is currently supporting through university, made possible largely by the Good Gifts Catalogue;

The launch of a new project to introduce donkeys to Rwanda and an accompanying training programme for women survivors, funded by the Good Gifts Catalogue;

Developed the AVEGA health centre at Ntarama as a model of best practice and extending its facilities with funding from INSPIRE!africa and Network 4 Africa;

Extended the Foundation Rwanda programme to deliver wraparound support to 500 children born of rape to women survivors through school;

Launched in partnership with Indego Africa and Foundation Rwanda a new income-generating activity for women survivors, now established

as the Abasangiye Cooperative, through new funding from the Alan and Babette Sainsbury Charitable Trust;

Organised the logistics in Rwanda for Project Umubano, the two-week international social action programme for 70 UK Conservative Party members, and coordinated a ten-person team to develop and deliver a capacity building workshop for all our partner organisations;

Supported and advised on commemoration events to mark the anniversary of the genocide in London, Birmingham, Newcastle and Liverpool with funding from Awards for All;

Developed and delivered a new Oral History project, training and equipping students from UK schools to film interviews with UK-based survivors, funded by the Heritage Lottery Fund Young Roots programme;

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

### **Challenges**

Many widows of the genocide are now elderly, and as many lost their entire families in the genocide, they have no support. The burden on AVEGA, in which many of the widows have membership, is growing each year as the organisation is already operating at capacity. It vitally requires further funding to extend its reach – particularly in the Southern and Northern Regions of Rwanda where it currently does not have offices;

The number of young survivors with no access to tertiary education (university or vocational training) continues to increase each year, as the funding available for scholarships from FARG is limited and the cost of tuition rises. Last year only 1,600 of the 11,500 young survivors that

applied for support received funding, and the chance of employment for them is slim in an increasingly competitive employment market;

We have yet to reach an agreement on the future use of the centre in Kamonyi, which was originally constructed as a research and documentation centre. The building was used as the SURF office until June 2010, when we moved the office back to Kigali in order to save on transport costs. Our priority for the year ahead is to ensure that the building is operational.



A woman brings her child for immunisation at the Ntarama Health Clinic, a programme managed by AVEGA Eastern Region.

# Charitable activities in 2010

Here we describe our work in the year ending 31 December 2010, highlighting our strengths and weaknesses, and looking forward to the work that we plan to undertake in 2011. 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 less killing of survivors in Rwanda, in 2010, than in any previous year on record. This is due to the end of gacaca (village based genocide trials) in June. Though the process has now concluded, many survivors still have not seen justice delivered, and as such SURF's work to support survivors is still pressing.

## **Compensation**

Last year we began working closely with Redress, a UK-based legal rights organisation. This is on a new project to assess the potential for securing compensation for survivors internationally and in Rwanda, which has been led by Juergen Schurr. This work has been assisted on a pro bono basis by the global law firm, White & Case, to which we are indebted to Stefan Mrozinski and Zeldia Hunter.

There are a number of ongoing civil cases being brought by survivors and supported by Redress in courts across Europe: Belgium, France, Germany, and the Netherlands. SURF is providing support for survivors to bring such cases in Rwanda through our partner organisations. This is funded by our grant from the Sigrid Rausing Trust, and is in partnership with the Rwanda Human Rights Commission.

## **FARG**

With Redress, we are researching whether it is viable to reopen the debate on a compensation

law for survivors in Rwanda; a bill of which was first drafted in 2001 but never enacted. Also, recognising the vital role of FARG (Government of Rwanda Assistance Fund for Survivors) in contributing to restorative justice for survivors, we are developing a plan to ensure that our partner organisations are better represented in the management, monitoring, and evaluation of the disbursement of funds – the continuation of which will be vital to vulnerable survivors in future years.

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

The importance of advocacy was recognised at the inaugural meeting of our Forum of Partners in March, which brings together all the survivor's organisations working with SURF in Rwanda. The partners called on SURF to advocate for the rights of survivors in four areas: education, employment, shelter and healthcare.

## **Right to education**

SURF advocated successfully for FARG to take on more young survivors to its university scholarship programme, and nine SURF students were accepted to receive tuition funding – enabling us to support more students who took their place on the SURF scholarship scheme. SURF supported a record number of 86 young survivors through university in 2010 – 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 amounts to £1,500 a year). Twenty-one students on the programme graduated last year, and an event was organised at the SURF office in Kigali to mark the occasion.



University students at an English language training class, one component of the Education into Employment programme coordinated by AERG.

### **Right to employment**

A great achievement of last year was the establishment of the Education into Employment programme, which provides support to young survivors at university to secure a job on graduation. The programme is a model of best practice in how SURF develops new projects. In partnership with AERG (Student Survivor's Association) we have launched a series of initiatives which have quickly become, or are becoming, sustainable and self-sufficient. English language training offered to students is being developed into a revenue-generating school to be run by AERG. Computer centres, set up now at four universities, provide access to IT literacy training and revenue too. The plan for the year ahead is to extend access to the programme for more students. The work has been led by Maia Gedde and Albert Gasake, with the support of Catherine Russell.

### **Right to shelter**

Through a wedding gift from Sammy and Natalie Kattan, four houses for households of survivors

were completed in Kamonyi. An audit is ongoing to ensure that all 400+ houses that SURF has constructed over the years for survivors are registered in the names of individual survivors, so that they have ownership of the properties. SURF is hoping to raise additional funding over the year ahead, for the rehabilitation of houses that have fallen into disrepair, which is a particular priority for women survivors in the Western Region.

### **Right to healthcare**

SURF has supported Solace Ministries and AVEGA in advocating for healthcare for survivors, in particular negotiating with the Ministry of Health and The Global Fund to ensure that adequate support will be extended to the three health clinics established as part of the Care and Treatment Project for HIV+ Women Survivors to continue to deliver high-quality care.

# Charitable activities in 2010

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

### **Income-generating activities**

Through the new grant from Comic Relief, we are developing a new programme with AVEGA and Solace Ministries for HIV+ women survivors and their dependents, many of which are genocide orphans, to increase their standard of living through income-generating activities. The programme recognises that survivors need sustained support in order to develop a livelihood, and that the capacity of the partner organisations to provide such support is limited due to the number and remoteness of their beneficiaries. As such, we are training a cohort of young survivors from AERG as interns to assist the partner organisations to undertake outreach work to survivors; which in turn is providing the cohort with valuable work experience. This programme will be rolled-out in 2011.

### **Good Gifts**

Through funding from the Good Gifts Catalogue, an initiative of the Charities Advisory Trust, we have extended our support to thousands of widows and orphans that are beneficiaries of our ongoing livestock and livelihoods programme. This enables SURF to distribute an array of valuable gifts. For many survivors the animals – which include chickens, goats, pigs, and cows – are a vital source of food and income. As well, the animals provide manure which helps to bolster the yield of crops.

Such livestock provide more than just income and food for survivors, but also company for isolated older survivors. This is proving to be increasingly important for housebound ageing widows who do not have a family. They look on the cows, chickens and goats – and as of this

year, donkeys – as surrogate children. The impact of the project then extends beyond the material benefits of the animals, to the psychological benefits that it delivers for survivors.

### **Donkeys**

Funding from Good Gifts enabled us to launch a new rural women's empowerment project with donkeys. Donkeys are not native to Rwanda, but following yearlong research, we identified a breed from Northern Uganda which we imported to the Eastern Region. Training has been delivered in partnership with CREDI, and the impact has already been significant, as the donkeys help alleviate the burden of transporting water, firewood, food and goods, from women and children. This has freed up their time to attend school and work. We plan another transport of donkeys in 2011, extending the project to another region.

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

### **Care and Treatment Project**

The Care and Treatment Project (CTP) for HIV+ survivors of the genocide, funded by the UK Department for International Development (DFID), formally ended in March. The project that SURF advocated and set up will have a legacy beyond the end of funding. The three health clinics established at AVEGA Central Region, AVEGA Eastern Region and Solace Ministries have all now been integrated into the public health system and continue to provide holistic antiretroviral treatment to the 2,280 HIV+ survivors, and their dependents.

### **Comic Relief**

In partnership with AVEGA and Solace Ministries, SURF developed a proposal which has been funded by Comic Relief to build on the success of CTP. The HIV+ Survivors Integration Project





(Clockwise, from top-left): A donkey donated to a widow, a programme funded by the Good Gifts Catalogue; cows donated by Good Gifts Catalogue at a new demonstration farm in Ntarama managed by GAERG; a sewing machine at the Abasangye Cooperative in Kamonyi; a baby is given the polio vaccine at the Ntarama Health Clinic.

(SIP) was launched in October and will ensure the successful integration into the public health system of 1,375 HIV+ women survivors. SIP will also extend access to income-generating activities for 1,626 HIV+ women survivors, and sustain educational support to over 3,000 of their dependents.

Our challenge ahead is to ensure that both AVEGA and Solace Ministries have the capacity to independently raise funding and sustain support to their members beyond the project duration. We have two years to achieve this aim, and to do so we are focusing now on strengthening their systems and advocacy.

### **Ntarama Health Centre**

The AVEGA Health Centre in Ntarama was extended last year, and there is now a new laboratory wing adjoining the original health clinic; as well as a new health education centre. The hospitalisation ward was furnished and equipped with funding from INSPIRE!africa, and the clinic served a record number of 13,000 patients through the ongoing support of Network for Africa and the Tinsley Foundation which funded the salaries of the staff. The clinic dispensary is beginning to generate revenue, which is being put into a reserve ahead of the planned transition of the clinic to the Ministry of Health in 2012.

# Charitable activities in 2010

## Foundation Rwanda

In a partnership with the US-based non-profit organisation, Foundation Rwanda, SURF delivered educational support to 500 children born of women survivors raped during the genocide. The plan is to expand the programme to support over 1,000 children by next year. The programme is critical as many of the children would otherwise have no access to school. In partnership with Dr Carl Auerbach and Denise Sandole of Yeshiva University, SURF and Foundation Rwanda are now developing a psychosocial programme which will empower the women to address the issues that arise as a result of their situation and relationship with their children.

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

### Project Umubano

A ten person team from the UK Conservative Party worked with SURF on a two week programme in July to develop a capacity-building workshop for our partner organisations. The workshop was held over two days and focused on training the partners in three areas: fundraising, communications and monitoring and evaluation. The team also developed a leadership and communications handbook which all participating organisations received. Project Umubano is extending its work this year by delivering a practicum in which the partner organisations will gain real-world experience of developing and pitching new projects for funding.

### Systems Review

In partnership with Health Poverty Action, SURF undertook a review of the systems in our Rwandan office, as well as four of our partner organisations: AVEGA, IBUKA, AERG and GAERG. The recommendations from the project

are currently being implemented, and will serve to strengthen the capacity of the partners, in particular in the area of financial management. We are grateful to Mauricio Vazquez for leading the project.

### SURF Projects Team

We established this year the SURF Projects Team which brings together in a virtual forum over 20 volunteers who are committing their time to support our work 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 also undertakes various research projects. Special mention goes to Noam Schimmel and Matthew Betts for their continued support, and Idong Umoren, who interned with us.

### IBUKA

Through Comic Relief, we funded two staff positions at IBUKA, including a communications officer who developed the organisation's first newsletter; helping to raise awareness of the situation of survivors in Rwanda today. IBUKA requires further support over the year ahead in cataloguing and following up the many outstanding legal cases of survivors, which will be a priority for SURF.

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

### Awards for All

Through a new grant from Awards for All, we were able to support four commemoration events across the UK to mark the anniversary of the Rwandan genocide in Birmingham (with the West Midlands – Rwanda Community Association), Newcastle (with the North East Rwanda Association), Liverpool (with Liverpool City Council) and London (with Hope Survivors



Young Roots Workshop in Culham.

Foundation). The grant also enabled us to undertake a survey of UK-based survivors to better understand their current situation, and the continued support that they still require. This was led by Jean Louis Mazimpaka, and the research will serve as a strong foundation upon which Hope Survivors Foundation will extend its support to UK-based survivors in partnership with SURF.

### **Young Roots**

Through funding from the Heritage Lottery Fund, in a project led by SURF Education Coordinator Andy Lawrence (a history teacher at Hampton School), we empowered 12 UK-based survivors to record and film their testimonies in interviews undertaken by students from four schools: Hampton School in London, ES Culham in Oxford, Sandhurst Comprehensive in Bracknell, and Bilton School in Rugby. The testimonies have been collated on a microsite on the SURF website to educate more students about the genocide. We are grateful to Drew Sutton and Shirley

Murgraff for delivering the film and oral history training on the project.



# Organisational activities this year



Some of the staff of SURF Rwanda: Gabo Wilson, SURF Rwanda Coordinator, Maia Gedde, who heads up the Education into Employment programme and Sam Munderere, who heads up the Foundation Rwanda programme.

## Staff

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

In Rwanda, we are thankful to Gabo Wilson (Coordinator), Sam Munderere (Programme Manager) and Ariane Uwamahoro (Administrator). Sam is now on a one year sabbatical as he received a scholarship to study for a Masters degree in International Development at the University of Westminster. We look forward to his return in January 2012 to lead our Foundation Rwanda programme.

We have been fortunate to have been supported this year by Maia Gedde, who joined us from the Tropical Health and Education Trust to set up our Education into Employment programme in Rwanda. She has been supported by Albert Gasake, who is now the Project Coordinator of EIE at AERG, and Catherine Russell. We welcomed as well two new staff members to the team in 2010. Jude Tibenmanya, who joins us as a Programme Manager from the Population Research Institute (PRI) and brings a wealth of experience, including time as the Monitoring and Evaluation Officer of CTP at DFID. Vincent Nyauma joined us as our Accountant.

Vincent succeeds Godfrey Karanga, who passed away in January after a long bout of illness. We express here again our sincere condolences to his family. After three years with SURF, Joram Sebatware moved on to a new position. We thank him as well for his contribution.

In the UK, we are supported by Flavia Kirungi, our administrator. 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 Ibdesign (online) and Drew Sutton of niceimages (film and photography). We are thankful to Helen Andrews of Ibdesign for her work with us, and welcome Ngaire Ackerley who succeeds her in supporting Liam's work.

There have been a number of changes on the Board as well over the past year. Our former Co-Chair, Sarah Westcott, and our Company Secretary, Richard Blewitt, both retired from the Board after long and valuable tenures. Both have made remarkable contributions in progressing 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 Director 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.

<b>Risk</b>	<b>Explanation</b>	<b>Level</b>	<b>Management</b>
<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>High</b>	Work continues to streamline the operation (and thus cut costs) of SURF further – as well as a continued focus on raising 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 there is no guarantee of further funding available from the funder.	<b>High</b>	Though the grant application for the HIV+ Survivors Integration Project (SIP) was successful in Cycle 4, any future applications must be more inclusive of non-survivors – and will not be accepted until that is demonstrated.
<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 Director in the UK, and Gabo Wilson 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>Medium</b>	Due to the problems of recruiting a successor to SURF Founder, Mary Kayitesi Blewitt, 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, so that is not an immediate concern.
<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. Funding from the Charities Advisory Trust is currently high, but may fall if sales from the Good Gifts Catalogue decrease	<b>Medium</b>	It is unlikely that Sigrid Rausing Trust will renew the existing grant once it comes to an end in February 2013. Funding from the Charities Advisory Trust has decreased year-on-year and is likely to continue to do so.
<b>Reputational risk</b>	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.	<b>Medium</b>	The Forum of Partners, and monthly email updates, has strengthened communications with partner organisations. However, we still need to reach a resolution on the use of the Kamonyi Survivor's Centre to the satisfaction of all partners.

# Financial Review for 2010

## Summary

2010 has been a very challenging year financially for SURF, as set out in the Statement of Financial Activities appending this trustee's report.

However, despite the poor economic climate, we finished the year incredibly strongly and are now well positioned to grow the organisation in 2011.

## Income

We had a formal income target of £600,000, which we exceeded this year, securing £688,372, an increase of 25% on 2009. The most significant new grant of the year was Comic Relief of £523,486 for a two-year HIV+ Survivors Project. We deferred to 2011 much of the first installment of that grant, which has resulted in the organisation having guaranteed income of over £300,000 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 this year were:

- For the second consecutive year, the Charities Advisory Trust has been our largest funder. However, due to a difficult trading environment for its Good Gifts Catalogue, the grant was down 30% on 2009. However, the grant of £142,018 has proved critical, funding the livestock projects in Rwanda, as well as university scholarships.
- We received £111,363 from individual donors in 2010, our highest level ever (up 5% on 2009). Online donations amounted to £20,976, and £32,900 through standing orders.
- We received the first installment 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 2010 was at the highest level in three years, at £732,322, an increase of 10% on 2009, the majority of which (£505,877) was disbursed on programmes in Rwanda.

Our major sources of expenditure this year were:

- Our expenditure in the UK was at a record low level, with only £91,464 spent on the UK office (compared with £155,094 in 2008). We downsized our office, saving on rent, and our administrator went from full-time to part-time in January.
- Our expenditure on the Rwanda office was above budget at £105,885. However, this reflects a change in approach as we deliver more intensive capacity-building support to partner organisations, as well as monitoring and evaluation.
- We committed greater funding to our activities with UK-based survivors, of £23,097 through grants from Awards for All and the Heritage Lottery Fund.
- Governance costs of £5,156 including both the cost of the compilation and auditing of the accounts, and 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 £45 of income. Most of our fundraising efforts were expended on grant writing (33% of the director's time), as we do not spend any money on marketing. We receive a Google Grant, which provides us with free advertising on Google.

### **About this year's accounts**

SURF places utmost importance on the transparency and accountability of the auditing of our annual accounts.

The audit is more than just a report for SURF, it is a process through which we 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 and submitted to the Charities Commission and Companies House.

The audit is conducted by Prestons and Jacksons Partnership LLP, a member of the Institute of Chartered Accountants of England & Wales. The audit is led by their partner Anver Patel, Associate Chartered Accountant, along with Taslima Jomeen and Alkesh Mehta. We are particularly grateful to Taslima for all her work on the audit process.

### **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 two main funding opportunities for SURF in 2011 is a new Global Poverty Action Fund (GPAF) of DFID and the International Communities programme of the BIG Lottery Fund. SURF will be submitting multi-year proposals to both funders for grants in the region of £500,000 to set up a new AVEGA office in the Southern Region of Rwanda. In addition, SURF will be working with AVEGA to assist them to submit a proposal directly for

funding from the UN Trust Fund.

Funding from Foundation Rwanda is set to increase again in 2011, as they accelerate their fundraising drive in the US. In addition, SURF will be working with AVEGA to assist them to submit more proposals directly to international funders in Rwanda.

### **Future expenditure**

We are committed to keeping our costs low in 2010. We have no plans to recruit any more staff in the UK, and the number of staff in the Rwanda office will fall as Sam Munderere, our programme manager, leaves on sabbatical in January.

We undertook the first salary review of staff in Rwanda for four years, and awarded an increase in line with inflation to the UK staff (of 5%) at the end of the year. The director will take his 6% contributory pension in 2011 as a lump sum, having forgone the payment until the income was available to do so. We plan to continue to increase the level of grant expenditure in 2011 as in the previous three 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 2010, we spent down most of our reserves, due to the level of reduced income at the start of the year, and they stood at £16,632 by the year end. However, we expect to begin to build back up the reserves in the first half of 2011, and we hope to have the reserves back at the agreed level by the end of 2011.

# Future Plans



A group of young survivors sponsored by SURF through university.

Our long-term plans are outlined in our Strategic Plan 2009-2011, and our more immediate plans are outlined in the charitable activities section. The focus of our work will continue to be based around the following three areas:

## **Delivering Justice**

- Reduction in the number of genocide-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.

## **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.

## **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 dependents.



# 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 Director, supported by an administrator 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 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, one-third of the Board of Trustees is required to resign, though they can then be re-elected. At the 2010 AGM, held on 12th June, two trustees retired.

## Current trustees

Ten of the twelve trustees served the entire year.

**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 trained in social work, working for Probation Services and was formerly the interim Chief Executive of the Holocaust Memorial Day Trust. He is a civil servant currently at the Ministry of Justice specialising in mental health issues.

# How SURF is run



Liliane Umubeyi, SURF Co-Chair, on a project visit to Rwanda outside a SURF constructed house

**David Lumley** (Treasurer) – David was a founding trustee of SURF in 1997. He is a director of Arena Wealth, 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.

**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.

**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.

**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.

Richard Blewitt and Sarah Westcott retired from the Board.

We appointed one new trustee:

**Apollinaire Kageruka** – Apollinaire 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.

### **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 a 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 a NYU Reynolds Fellow in Social Entrepreneurship, with an MPA from the 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, and a Trustee of the Congregation of Jacob Synagogue.

**Flavia Kirungi** – Flavia is SURF's part-time 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 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, which constitute the SURF Projects Team. Their work is vital in extending the reach of SURF.

This year we facilitated our first in-country internship, undertaken by Sara Pearce of Monash University who supported the work of AVEGA Eastern Region. We are thankful as well to Dr Claire Cohen and Isabel Milner who gave two days of their holiday in Rwanda to help IBUKA to design and edit its newsletter, and David Chaney, an accountant from the US, who worked with us for a week to set up AERG and GAERG on to QuickBooks. As well as Katherine Goldsmith, who proofread this Annual Report.

I would like to make a special mention of SURF Trustee, Sam Hunt, and Joy Childs who both work tirelessly to help SURF raise funds, in particular through schools and community groups in their area. I also want to thank our Accountant, Benon Banya, who volunteered to cycle from London to Paris to raise money for SURF this summer.

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

# How SURF is run

## 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 2010 they included the Allan and Nesta Ferguson Charitable Trust, Alan & Babette Sainsbury Charitable Trust, Awards for All, Charities Advisory Trust, Comic Relief, Heritage Lottery Fund, INSPIRE!africa, Network for Africa, Pears Charitable Foundation and the Sigrid Rausing Trust.

Our design and website is made possible through the support of Ibdesign. 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 many individuals to mention, but I would like in particular to acknowledge the contribution of the following organisations to our work: Foundation Rwanda, Aegis Trust, UK Conservative Party, APPG for the Great Lakes, Miracle Corners of the World, Tools With A Mission, International Health Partners, Holocaust Educational Trust, Holocaust Memorial Day Trust, Holocaust Survivors' Centre, Health Poverty Action, Mukomeze, CAFOD, MANGO, Indego Africa, Msaada, Redress, Medical Foundation. Apologies to those whom I have neglected to mention.



Odette Kayirere, Executive Secretary of AVEGA Agahozo, and winner of the 2010 Guardian International Development Achievement Award for which she was nominated by SURF.

SURF has worked with the following survivors' organisations in Rwanda during 2010:

**AVEGA Agahozo** - Association of Widows of the Genocide | **Solace Ministries** - Christian Association of Survivors of the Genocide | **AOCM** - Survivors' Association of Orphan-headed Households | **Uyisenga N'manzi** - Survivors' Association of HIV+ Orphan-headed Households | **IBUKA** - National Umbrella of Survivors' Organisations in Rwanda | **AERG** - Student Survivors Association | **GAERG** - Graduate Students Survivors of Genocide Association | **ASRG Mpore** - Association of Survivors of the Rwandan Genocide | **Duhozanye** - Association of Genocide Widows in Butare | **Dukundane Family** - Association of Young Survivors.

# Statement of financial activities

Statement of Financial Activities (including Income and Expenditure Account)  
for the year ended 31 December 2010

	<b>Unrestricted Funds 2010</b>	<b>Restricted Funds 2010</b>	<b>Total 2010</b>	<b>Total 2009</b>
	£	£	£	£
<b>Incoming resources</b>				
Voluntary income	117,363	570,921	688,284	530,552
Investment income	88	-	88	291
<b>Total incoming resources</b>	<b>117,451</b>	<b>570,921</b>	<b>688,372</b>	<b>530,843</b>
<b>Resources expended</b>				
Cost of charitable activities	111,693	615,473	727,166	657,941
Governance costs	1,788	3,368	5,156	5,441
<b>Total resources expended</b>	<b>113,481</b>	<b>618,841</b>	<b>732,322</b>	<b>663,382</b>
<b>Net movement in funds</b>	3,970	(47,920)	(43,950)	(132,539)
Total funds brought forward	12,662	67,611	80,273	212,812
<b>Total funds carried forward</b>	<b>16,632</b>	<b>19,691</b>	<b>36,323</b>	<b>80,273</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 auditing of the accounts. 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:

- There is no relevant audit information of which the auditors are unaware; and
- 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 2011

# Contact

## **SURF**

12 Rickett Street  
West Brompton  
London SW6 1RU  
t. +44 (0)20 7610 2589  
f. +44 (0)20 7610 3851  
e. [info@survivors-fund.org.uk](mailto:info@survivors-fund.org.uk)

## **SURF Rwanda**

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Kigali  
Rwanda  
t. +250 (0)788 303 264  
e. [surf\\_org\\_rw@yahoo.ca](mailto:surf_org_rw@yahoo.ca)

SURF has joined Twitter, follow us on: [www.twitter.com/survivorsfund](https://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](http://www.survivors-fund.org.uk)  
See our new education blog at: [www.survivors-fund.org.uk/education](http://www.survivors-fund.org.uk/education)

Photography supplied by Andrew Sutton of niceimages

## **Survivors Fund (SURF)**

(company limited by guarantee)

Annual report and audited accounts  
For the year ending 31 December 2010

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)  
Lola Gostelow (Secretary)  
Neill Quinton  
Jeanette Kagabo  
Jean Louis Mazimpaka  
Mark Pallis

Sam Hunt  
Jeff Hunt  
Richard Blewitt (retired on 12th June 2010)  
Sarah Westcott (retired on 12th June 2010)  
Appolinaire Kageruka (appointed on 11th September 2010)

## **Company Secretary**

Jeff Hunt (appointed on 12th June 2010)

## **Director**

David Russell

## **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.





## **SURVIVORS FUND (SURF)**

12 Rickett Street  
West Brompton  
London SW6 1RU  
United Kingdom

PO Box 1942  
Kigali  
Rwanda

[www.survivors-fund.org.uk](http://www.survivors-fund.org.uk)

### **Cover Images**

Above: Evelyn, a widowed survivor of the genocide and member of AVEGA in front of the house that she has built with the help of a donkey donated by the Good Gifts Catalogue.

Front cover: A cassava-growing cooperative formed by widowed and orphaned survivors in membership of AVEGA Western Region in Rusizi.

Inside back cover: Survivor with children from the Niboyi Peace Village, constructed by SURF for orphan-headed households in membership of Uyisenga N'manzi.