

**REGISTERED COMPANY NUMBER: 03411565 (England and Wales)**  
**(Company Limited by Guarantee)**  
**REGISTERED CHARITY NUMBER: 1065705**

**Report of the Trustees and  
Financial Statements for the Year Ended 31 December 2016  
for  
Survivors Fund (SURF)**

Prestons & Jacksons Partnership LLP  
364 - 368 Cranbrook Road  
Ilford  
Essex  
IG2 6HY

FRIDAY



A29 \*A6B5Z9KP\* 21/07/2017 #88  
COMPANIES HOUSE

## **Survivors Fund (SURF)**

### **Contents of the Financial Statements for the Year Ended 31 December 2016**

	<b>Page</b>
Report of the Trustees	1 to 15
Report of the Independent Auditors	16 to 17
Statement of Financial Activities	18
Statement of Financial Position	19 to 20
Statement of Cash Flows	21
Notes to the Statement of Cash Flows	22
Notes to the Financial Statements	23 to 30
Detailed Statement of Financial Activities	31 to 32

## **Survivors Fund (SURF)**

### **Report of the Trustees**

**For the Year Ended 31 December 2016**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2016. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

### **Reference and administrative details**

Registered company number 04311565

Registered charity number 1065705

### **Date of incorporation**

30th July 1997

### **Registered office**

35 Westholm

London NW11 6LH

### **Trustees**

Sam Hunt (Chair)

Nick Joseph (Vice-Chair)

Alphonsine Kabagabo (Vice-Chair)

Adrian Veale (Treasurer)

Liliane Umubyeyi

Jeanette Kagabo

Neill Quinton

Jeff Hunt (retired 17<sup>th</sup> September 2016)

Sue Enfield

David Chaney

Alex Sklan

Will Goodhand

Samantha Lakin

### **Company Secretary**

David Russell

### **Chief Executive**

Samuel Munderere

### **Founder**

Mary Kayitesi Blewitt OBE

### **Bankers**

Co-operative Bank

1 Balloon Street

Manchester M60 4EP

### **Auditors**

Prestons & Jackson Partnership LLP, 364-368 Cranbrook Road, Ilford, IG2 6HY.

Survivors Fund (SURF) is rebuilding the lives of survivors of the genocide against the Tutsi. The vision of SURF is a world in which the rights and dignity of survivors are respected.

## **Survivors Fund (SURF)**

### **Report of the Trustees For the Year Ended 31 December 2016**

#### **THE YEAR IN REVIEW / PREVIEW**

The year 2016 has been a more positive one for Survivors Fund (SURF). At the start of the year we received support from Sharing Prosperity, a new supporter of our work. The donation has been used to support Technical Vocational Education and Training (TVET), Youth Entrepreneurship and providing start-ups for small businesses.

In addition, in April 2016 we started up a new project, HIV+ Survivors Empowerment Project (SEP) working in partnership with AVEGA Agahozo. The project is empowering widows to create small businesses, while providing psychological support and reproductive health education to the dependants of the widows. Funded by Comic Relief, the project is projected to improve the lives of 1,181 people. This project runs through to March 2018.

As the genocide becomes more distant, fundraising for survivors becomes more difficult. We consolidated our staff team in Rwanda to reduce our expenditure. Despite these challenges, our team has been creative and with very limited resources have developed new and high impact approaches to meet the needs of survivors.

We have individual success stories to report, particularly women survivors who are rebuilding their lives through income generating projects we have supported. They are helping not only themselves, but creating job opportunities for other survivors as well. And most importantly, by becoming self-sufficient we are giving dignity back to survivors. Such as in the case of Jeanette Mukayiranga:

*"Since I joined the entrepreneurship training, my life has changed a lot. I've started a small business, selling Tigo phone credit and mobile money services. I don't earn a lot of money yet, but it's growing and I have some regular customers. I'm proud that I'm already able to contribute a little to the savings of our group. When our group has saved more money, I want to take a small loan to expand my business and start selling other items as well. What I enjoy most is that, when I need something now, I'm able to buy it myself and don't have to ask someone to give it to me. That makes me feel so proud!"*

Our work is only made possible through the generous funding of individuals and organisations, through the dedication of our partners and staff, and through the commitment of survivors themselves who often support our programmes as volunteers. I would like to thank you all for your precious support and respective participation in this collective work. This annual report highlights our main activities over the year past, the great success that we have enjoyed and the many challenges ahead.

For those interested to learn more, and to support our work further, please do log on to our website at [www.survivors-fund-org.uk](http://www.survivors-fund-org.uk) on which there are films which bring to life some of the projects detailed here, as well as information on how to donate.

Thank you for supporting our work and helping survivors achieve their true potential.

Sam Hunt, Chair  
April 2017

#### **A NOTE FROM THE CHIEF EXECUTIVE**

This financial year saw the resilience of our organisation on the back of funding challenges. In a challenging financial environment, we were able to reduce our expenditure on core costs both in Rwanda and the UK by nearly 40% with the aim that the cuts would help us to keep offices open and reach out to the survivors and local organisations we work with. More importantly it will ensure that we are able to be more sustainable in the longer term, by building back our reserve so that we can better weather any future downturn in funding in future.

## **Survivors Fund (SURF)**

### **Report of the Trustees For the Year Ended 31 December 2016**

Still, growth must be a priority for our organisation if we're going to reach as many survivors and communities as we can. Acknowledging our changing environment has played an important role in developing a new strategy which recognised our intent to take a more inclusive in the way we work to build stronger survivors communities.

Through economic empowerment projects, psychosocial, educational and entrepreneurship programs we have witnessed enhancements in the lives of many survivors. We are fortunate to have the support of an array of committed donors, notably UK Aid, Comic Relief, Charities Advisory Trust, Foundation Rwanda, INSPIRE!africa and many individual donors.

During 2016, Survivors Fund (SURF) continued to strengthen the capacity of survivor's organizations, principally AVEGA Agahozo and AERG, enabling them to rebuild survivor's livelihoods through business and entrepreneurship training, access to finance, psychosocial support and advocacy. By supporting survivors, we are helping them to realize their potential and change their lives and communities for the better.

Thanks to your tremendous support, we made significant progress last year. Through innovative, evidence-based programs and relentless advocacy, we are demonstrating that our vision for survivors is within our reach. In the year ahead we plan to empower more survivors to rebuild their lives through holistic approaches to economic empowerment and psychosocial support.

We finished 2016 stronger and ready to take on the challenges ahead. Thank you to everyone involved for the determination that has brought us to this point. I have every confidence that 2017, which also marks twenty years since SURF was first established, will bring even greater positive change for survivors.

Please join us in taking the next step toward making a world in which the rights and dignity of survivors are respected.

**Samuel Munderere**  
**April 2017**

## **Survivors Fund (SURF)**

### **Report of the Trustees For the Year Ended 31 December 2016**

#### **SUMMARY OF THE YEAR**

Here we describe a selection of our work in 2016, and look forward to the work that we plan to undertake in 2017. The external environment for fundraising has never been more competitive, so we're pleased to have sustained our work in this challenging environment and to have grown it in some key areas.

#### **HIV+ Survivors Empowerment Project (SEP)**

This project was started in April to provide holistic support to widowed survivors and their dependants, to reduce extreme poverty of widows and empower them to access available health services and reproductive health for their dependants. Since its initiation in April 2016, SEP has reached 1,596 beneficiaries in 8 districts across the Southern Province of Rwanda. Building on the foundation of livelihood development, SEP has fostered self-reliance in widows through the establishment of marketable businesses thus positively impacting their lives. With the support from AVEGA (Association of Widows of the Genocide), the widows formed 57 income generating activity (IGAs) groups, with 1,031 members (1,014 women and 17 men). All of them received livelihood development training as a precondition to receiving loans. As a result, 19 IGA groups composing of 231 members have accessed loans amounting to Rwf 26,269,800 (around £24,301). As part of the livelihood development training, widows were sensitized to start saving small amounts of money which they could later use to leverage for loans. At the end of the training, the groups together had saved Rwf 6,319,980 (around £5,846). In the same manner, 3 groups composed of 76 members, were able to start their own small businesses, using Rwf 2,974,700 from their own savings. Another 7 groups of widows composed of 96 beneficiaries submitted business proposals, and are waiting to receive loans to start their own IGAs. Two groups of 34 members were supported to access a grant through the social protection initiative of the Government of Rwanda, Vision 2020 Umurenge (known as VUP).

The livelihood development training has also prompted group collaboration and cooperative formation, resulting in enhanced social cohesion, reduced isolation and loneliness, and collective financial security among members for the establishment of new enterprises. SEP is addressing health issues through counselling of HIV+ widows and the provision of kitchen gardens, where 120 gardens were provided through the project to supplement the nutritional needs of more vulnerable HIV+ widows. In the area of counselling, SEP has helped to reach 241 beneficiaries who have received either individual and/or group counselling by AVEGA psychologists – though this intervention has been disrupted by inconsistent support of AVEGA psychologists from FARG, the Government Assistance Fund for Support of Vulnerable Genocide Survivors.

Finally, but by no means least, through SEP we have been able to undertake advocacy for elderly widows who because of their advanced age could not be supported through our livelihood interventions. We are advocating for them to receive greater support from local authorities and FARG, in particular to ensure that those living in dilapidated housing receive support for vital repairs. Throughout all these activities, SEP has built the capacity of AVEGA through reinforcement and mobilisation of a network of grassroots community volunteers operating at various levels (cell, sector and district) to deliver the project outcomes. To this end, AVEGA has recruited a total of 191 volunteers, of which 95 are psychosocial volunteers and 96 are community development volunteers – enabling them to extend greater support across their constituency, than the professional staff is able to deliver alone.

The work of the project will continue over the year ahead.

#### **Youth Entrepreneurship Training Programme (YETP)**

Skills, jobs and entrepreneurship are key to the well-being of young survivors and also contribute to strengthening the Rwandan economy. Survivors Fund (SURF) and AERG (The Association of Student

## **Survivors Fund (SURF)**

### **Report of the Trustees**

#### **For the Year Ended 31 December 2016**

Genocide Survivors) set up YETP with the aim of providing valuable skills to vulnerable young people, and of reducing youth unemployment in Rwanda.

Now supporting a third cohort of students, the initiative is showing strong results. Young survivors face more hurdles than most in education and competing in the job market. Those responsible for younger siblings, in orphan-headed households, have extra challenges without family to support them. With a burgeoning private sector and improvements in its economy Rwanda offers increasing opportunity, but competition for jobs and business creation remains fierce.

In 2016, the YETP program took a different, multi-pronged approach to mitigating youth unemployment. Rather than support new beneficiaries to access training, AERG and SURF have been supporting those graduates of YETP who despite great efforts and time, remain unable to find work and income. In addition, YETP Accelerate has a small training component for a vulnerable and homeless class of students at One Dollar Hostel, but the primary focus is on providing support to unemployed youth who have already passed through YETP but remain unemployed. That focus is on business workshops, internship linkages, and employment workshops.

Since its establishment as a pilot project in April 2012, the youth empowerment project has helped 83 youth to start small and medium enterprises, supported 132 youth to secure employment in business, has linked 108 youth to internships and supported 153 youth to access business coaching.

#### **Empowering Vulnerable Young Survivors who have left Secondary School to Create, Secure and Sustain Employment Project (ELE)**

Through funding from the UK Department for International Development (through a UK Aid grant from the Global Poverty Action Fund) SURF is partnering with AERG to deliver a youth empowerment project to improve livelihoods of vulnerable young survivors who have dropped out of school, and their dependents, through entrepreneurship training and access to capital conjoined with support to enforce their legal rights and address their trauma.

ELE's holistic approach is transforming the lives of vulnerable young survivors by enabling them to create and secure income, and in so doing eradicate their extreme poverty and hunger, and that of their dependents.

Since its launch, 1788 young men and women have been trained in entrepreneurship and work readiness, or business development and micro-finance. 472 young men and women survivors have received guidance from paralegals and are supported to document legal disputes/cases. 1134 young survivors (men and women) who received group counselling sessions.

Through this project, vulnerable young survivors, and particularly women, are gaining the confidence and know-how to sustainably access incomes, integrate into their communities, create employment, access justice and foster economic development.

#### **Legal and Counselling Helpline**

The helpline was established to fill the gap in support for young survivors with legal and mental health challenges, so that they can access support regardless of where they are located. The project has supported 866 youth with legal issues, and has resolved 342 of the cases. The value of the resolved cases across the country is estimated to be \$670,390. In addition, the helpline has provided counselling to 201 youth.

The helpline was launched with the intention of primarily providing telephone-based support. However, since its establishment in August 2013, the helpline has grown from a small pilot telephone-based service to an innovative, all-encompassing legal and counselling support service. By providing legal and

## **Survivors Fund (SURF)**

### **Report of the Trustees**

#### **For the Year Ended 31 December 2016**

counselling support services countrywide, the helpline has filled a necessary gap in support for vulnerable young survivors with outstanding legal disputes or suffering from trauma.

This is one of the only free and accessible services for young survivors incapable of affording to take their legal cases to court or lacking the confidence or ability to find someone to talk to about a mental health issue. In addition to providing telephone-based support, the helpline also has field staff who provide support to clients through legal education and orientation, advocacy and representation in court.

### **Foundation Rwanda Programme**

Through funding from Foundation Rwanda, Survivors Fund (SURF) is currently addressing the education and counselling needs of young people conceived through rape during and under circumstances directly related to the 1994 genocide committed against Tutsi in Rwanda. The challenge for the affected mothers and children is that FARG, the government body that assists vulnerable survivors of the genocide, does not consider these young people eligible for support because they were born after genocide and thus are not by definition survivors. However, they are recognised to be a particularly vulnerable and marginalised population.

Foundation Rwanda and Survivors Fund (SURF) are currently addressing the most pressing issues affecting youth born of rape and their mothers namely educational and psychosocial support.

During 2016, 480 students received educational support to attend secondary school, a further 65 students received support to access vocational training, and trauma counselling was delivered to 100 youth.

Since the program started about 10 years ago, it has supported about 850 young people born of rape to attend school and vocational training. Most of the students live in very remote communities which make it difficult for them to attend school. It is for that reason that 8 students received bicycles this year, in addition to over 217 students who have received bicycles since the programme started, to help them get to school easily. This has improved their attendance and performance.

### **Community Counselling Initiative (CCI)**

Through counselling for women victims of genocide rape, Survivors Fund (SURF) and Foundation Rwanda have provided counselling in a well-structured peer support approach to a total of 480 mothers. Of these sixty received counselling during 2016.

The project includes in-depth monitoring and evaluation, surveying the women before, during and after working in the counselling groups. This provides the ability to track the changes in their circumstances and monitor their wellness, whilst also providing feedback to ensure that the counselling groups are having a positive impact and are helpful to the women.

These women, who were previously marginalised, stigmatised and alone in their trauma, are able to build their confidence and self-esteem, increase their knowledge, enhance positive emotions and reduce shame. The counselling groups also helped to improve relationships with their children and family.

We are also glad to be partnering with the Institute of Group Analysis which is providing training in group counselling to a team of 30 psychologists working with our local partners.

### **Good Gifts Project**

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 livelihoods program, enabling them to become more independent and self-sufficient.



## **Survivors Fund (SURF)**

### **Report of the Trustees For the Year Ended 31 December 2016**

Survivors Fund (SURF) aims to alleviate the impact of poverty on vulnerable survivors by strengthening their families to secure viable livelihoods. The funding from Good Gifts helps to set up income generating projects which empower communities to fight poverty and take more active role in determining their lives.

Many survivors have been supported through receiving livestock, agricultural materials, solar lights and cookers, meals for schoolchildren and much more.

*Beatrice is one of the many widows of the genocide which has received support through the Good Gifts project. She lost her husband and two children during the genocide. Before the genocide she sold second-hand clothes in village markets. The genocide destroyed her business. But with support from Good Gifts, Beatrice is now in business again, growing and selling mushrooms.*

*Though she lost all her family, she decided to take on two orphans who she supports. She earns about Frw 60,000 (£60) a month from her mushroom business. She sells the mushrooms to one of the supermarkets at a business center near her home. This business has helped her to join the local women's business group of which she is the secretary.*

*"The business has empowered me to be more confident and I encourage other women not to give up on their dreams. I enjoy growing mushrooms because it does not require much time and hard work. I get time to do my other housework. The opportunity has not only liberated my time, but also generates a vital income."*

## **Education**

Education is a fundamental right that enables people to break the cycle of deprivation and poverty. Survivors Fund (SURF) supports access to University education to 24 students being brought up by genocide widows. This relieves the burden of widows, who struggle to bring up and provide financial support to the young people in their care. Also many young heads-of-households have dropped out of school to look after their younger siblings and we give them a chance to attend school.

Many students have no school materials, most of them have to walk long distances to attend school, sometimes hungry because they cannot afford rent near university and meals. It is important to provide allowances for transport and meals for such students. Education remains the most important route out of poverty.

## **Skills Training**

This is essential to enable young people who have missed out on formal education to develop skills that provides them with the opportunity to be productive and to earn a decent living. These include skills in construction, tailoring, catering, mechanics and computing.

## **Shelter**

A home is a safe place to be for most people. Many survivors lost their homes during the genocide, many received houses from government and NGOs after the genocide. 23 years after the genocide, many of the houses are now dilapidated and in dire need of renovation.

In order to rebuild a sense of dignity and to provide a peaceful environment that enables survivors to deal with their day-to-day needs, during the year Survivors Fund (SURF) renovated 6 houses for widows and youth-headed households with support from Reaching Rwanda, INSPIRE!africa and Ecobank.

## **Survivors Fund (SURF)**

### **Report of the Trustees**

**For the Year Ended 31 December 2016**

#### **STAFF**

The CEO of Survivors Fund (SURF), Samuel Munderere, is the primary point of contact between the trustees of SURF, and the SURF team in Rwanda, as well as with the partner organisations and donors. Sam directs and coordinates all activities of SURF supported by David Russell, who serves as the UK Coordinator and also serves as Company Secretary.

We have been fortunate to work with Kelsey Finnegan who joined us as an intern and through commitment and hard work ended up four years later by the time she left SURF in May 2016 as our Programme Manager. She has returned to the US to pursue postgraduate studies at Columbia University in international development and policy. Marouschka Buyten joined us as our new Program Manager to succeed Kelsey. Marouschka has broad experience in project management and has worked in the Netherlands and Cambodia.

The work of the CEO is made possible through the commitment and dedication of a remarkable staff team based in Kigali. The SURF Rwanda team during 2016 included:

- Ariane Uwamahoro, Administrator
- Emilienne Kambibi, Senior Key Worker
- Kelsey Finnegan, Programme Manager (until May 2016)
- Marouschka Buyten Program Manager (from May 2016)
- Dr Jemma Hogwood, Clinical Psychologist
- Raban Havugimana, IGA Project Officer
- Vincent Nyauma, Accountant
- Samuel Munderere CEO

The office team in Rwanda is supported by the following staff:

- Claudine Mkakalisa, Office Assistant
- Gilbert Dusabe, Security Guard

Our team is supported by Liam Dempsey of lbdesign (online) and Drew Sutton and Rachel Collingwood of niceimages (film and photography), and we are thankful for their continuing support.

#### **RISK**

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

The Risk Register is maintained by the Chief Executive and Treasurer, under the supervision of the Board. Below is an overview of the major financial and operational risks we were facing at the time of the writing of this report (April 2017).

## Survivors Fund (SURF)

### Report of the Trustees For the Year Ended 31 December 2016

Risk	Explanation	Impact	Probability	Management
Lack of core funding	Staff costs in Rwanda have reduced, though they still need to be met. A percentage of salaries is covered by donors, however there is still a balance that requires additional funding and thus the importance of soliciting and securing additional donations and grants.	High/Medium	Medium	SURF has streamlined costs as far as possible in the UK – relocating the CEO post to Rwanda. Most staff are on one month notice, in case funding does become an issue in future. We have also built back up or reserves. However, we are still very reliant on funding from a small number of donors. Thus we need to continue to try secure additional funding.
Non-renewal of support from DFID	SURF has depended on funding from DFID. Our current project with DFID comes to an end in September 2017 beyond which there is no guarantee of further funding.	Medium/High	Low	We are doing our best to apply for new grants with DFID, as well as other institutional donors which may enable us to secure comparably large grants, though we have not yet been successful.
Political and security issues resulting from the situation in Burundi	There continues to be instability in Burundi. This poses a risk of spilling over into the Southern Province of Rwanda in particular. It is also resulting in negative perception of Rwanda.	Medium	Low	SURF is monitoring the situation, and is in a position to advocate on the situation for survivors if there are attacks against survivors in future. The violence in Burundi is being closely monitored by the Government of Rwanda and the international community, and will continue to be so until the situation has stabilised.
Presidential elections	This year on 4 <sup>th</sup> August Rwanda will have Presidential elections. This is following the amendment of the constitution on presidential term limits which received international criticism. Though it has not affected our fundraising to date.	Low	Low	SURF is not experiencing any detrimental effects to date and continues to advocate for survivors. We are following up views from the international community and Government of Rwanda and so far there are no serious issues that will affect our fundraising campaigns.

## FINANCIAL REVIEW FOR 2016

### Summary

2016 was more positive compared to 2015, we received support from Comic Relief for a new two-year project, we also received substantial funding from Nos vies en Partage Foundation among our committed supporters.

## **Survivors Fund (SURF)**

### **Report of the Trustees For the Year Ended 31 December 2016**

#### *Income*

Our major sources of income in 2016 were:

- We received funding of £128,869 from Comic Relief. This was funding for our HIV+ Survivors Empowerment Project (SEP)
- We received £103,727 from DFID for Empowering Vulnerable Young Survivors who have left Secondary School to Create, Secure and Sustain Employment Project (ELE). We received £185,382 from Foundation Rwanda which was our most significant grant in 2016 for our education programme supporting youth born of genocide rape.
- We also received £65,757 from the Charities Advisory Trust, through its Good Gifts Catalogue, which has proved critical in providing livelihood projects and scholarships in Rwanda.
- We received £35,538 from INSPIRE!africa for our Youth Entrepreneurship Training and Helpline

#### *Expenditure*

We maintained our expenditure on key projects proportionate to the income received for them, as well as controlled our expenditure on our core costs:

- We reduced our staff costs from £173,918 in 2015 to £77,778 in 2016.

#### *Fundraising Effectiveness*

We do not have any fundraising spend, as we undertake no marketing, paid-for advertising or direct mail. This is quite exceptional for a charity that generates over £700,000 in income. Though we do receive a Google Grant, which provides us with free advertising on Google with an equivalent monetary value of \$46,209 in 2016.

#### *Financial Forecast*

The year ahead is promising to be better than last year for SURF. We have brought all our costs under control through a restructuring programme last year and thus begin the year with a very low cost base, and some reserves. We will continue to receive funding from all our major donors over the year ahead: Comic Relief, DFID, Charities Advisory Trust, Foundation Rwanda and INSPIRE!africa.

#### *Future Income*

We had secured approximately £150,000 of income at the start of the year, including £75,000 from DFID for ELE, £50,000 from Comic Relief, and £25,000 from Foundation Rwanda for our educational support project for children born of rape.

New grant proposals are in development to Comic Relief for a new project, and we continue to seek to identify independently additional funding opportunities with trusts and foundations in the UK, and in the USA in partnership with Foundation Rwanda. Continued emphasis will be placed on supporting our partner organisations to develop and secure funding for projects directly, which will result in less income being channelled through SURF over time.

#### *Future Expenditure*

We are committed to keeping our costs as low as possible in and outside of Rwanda in 2017. SURF now only retains a part-time consultant in the UK, with no overheads. We have no plans to recruit any more staff in the UK, and the number of staff in Rwanda will be directly related to project funding.

Following a salary review of staff in Rwanda, we awarded an increase of 5% for staff, in line with inflation in Rwanda.

We plan to continue to maintain the level of grant expenditure in 2017 as our income allows, ensuring that we try maintain a small surplus despite the challenging financial environment.

## **Survivors Fund (SURF)**

### **Report of the Trustees**

#### **For the Year Ended 31 December 2016**

##### *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 2016, due to cutting on core costs we were able to build back up the reserves in 2016, and we hope to have the reserves back at the agreed level (around £30,000) by the end of 2017.

### **FUTURE PLANS**

Our long time plans are outlined in our Strategic Plan 2015-17. The focus of our work will continue to be based around two principal areas:

##### *Rebuilding Lives*

- Survivors and the most vulnerable with secure and sustainable livelihoods in Rwanda
- Vulnerable populations to have secured access to essential support (including care for the aged, trauma counselling and prevention of GBV)
- Completing the education of orphaned survivors and children born of rape, with a focus on Technical and Vocational training

##### *Sustainable Development*

- Support successful income generation projects and entrepreneurship for survivors and vulnerable populations
- Helping survivor organisations to become financially secure for the long term
- Enforcing the rights and legal representation of survivors and vulnerable groups

### **HOW SURF IS RUN**

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

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

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

SURF is headed by a Board of Trustees. For company-law purposes, the trustees are also the directors of Survivors Fund (SURF) Ltd.

Day-to-day management of the organisation is undertaken by the Chief Executive in Rwanda.

### **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 four times a year, to assess the charity's progress since the previous meeting, and to set milestones to be achieved by the next meeting. The Chief Executive attends each Board meeting either in person, or on skype from Rwanda, and provides an update to the Trustees on the charity's progress, and assists in the setting of goals. Trustees also provide valuable assistance to the Chief Executive and other members of staff when necessary.

## **Survivors Fund (SURF)**

### **Report of the Trustees**

**For the Year Ended 31 December 2016**

### **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. 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 speak with the Chief Executive and Chair 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. All Trustees that did resign in 2016 were reappointed for a further three year term.

### **CURRENT TRUSTEES**

Twelve trustees served the entire year. They are:

**Sam Hunt (Chair)** – Sam is Assistant Head Teacher 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. She has been a trustee since 2008, and was elected as Chair at the 2013 AGM.

**Nick Joseph (Vice-Chair)** – Nick is the former interim Chief Executive of the Holocaust Memorial Day Trust and is a civil servant, currently at the National Offender Management Service, an agency of the Ministry of Justice, specialising in mental health issues. He retired as Co-Chair at the 2013 AGM, after five years in post.

**Alphonsine Kabagabo (Vice-Chair)** – Alphonsine was a trustee for SURF from 2001 to 2006, and returned to the board in 2013. She is a survivor of the genocide. She works professionally for the World Association of Girl Guides and Girl Scouts as their Regional Director for Africa. She was elected as Vice-Chair at the 2013 AGM.

**Adrian Veale (Treasurer)** – Adrian is an accountant, and has worked in the field for over 30 years. He also has experience as an auditor of charitable organisations. He has supported the work of Survivors Fund (SURF) since 2011 through volunteering with Project Umubano.

**Liliane Umubyeyi** – 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. She retired as Co-Chair at the 2012 AGM, after five years in post.

**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 a project manager, arts producer and musician, with a background in grant-writing, formerly working for Amnesty International

## **Survivors Fund (SURF)**

### **Report of the Trustees**

#### **For the Year Ended 31 December 2016**

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

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

Alex Sklan – Alex served as the Clinical Director of the Medical Foundation for Victims of Torture for fifteen years until his retirement in 2012, and before that was instrumental in setting up the Holocaust Survivors Centre in London for Jewish Care.

Will Goodhand – Will is a director for an international research company. He was a Conservative Party Parliamentary Candidate in 2015, and has supported the work of Survivors Fund (SURF) since 2009 through numerous visits with Project Umubano.

Samantha Lakin – Samantha is a Cummings Foundation Fellow, PhD student at The Strassler Center for Holocaust and Genocide Studies, Clark University. Her research focuses on human security in post-conflict societies, memorialization practices initiated by states and survivors.

### **VOLUNTEERS AND KEY SUPPORTERS**

Our work is helped by the contribution of a number of individual volunteers, who make up the SURF Projects Team. Their work is vital in extending the reach of SURF. This year we were fortunate to have the support of Michael Maguire at our Rwanda office.

We would like to record special mention of SURF Trustees, Sam Hunt, and David Chaney who both work tirelessly to help SURF raise funds. Sam Hunt established the Reaching Rwanda project to raise funds through schools and community groups, while David Chaney participates in various sporting activities to raise funds.

We also want to thank Joy Childs for her unstinting support of Survivors Fund (SURF) and the funding that she has raised through teaching art and organising fundraising events among her network, and Kathy Shanklin and Rebecca Tinsley who support a number of students and vulnerable survivors in Rwanda.

### **PARTNERS**

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

Our work is supported by an array of funders whose support is invaluable. In 2016 our funders included Comic Relief, Charities Advisory Trust, Foundation Rwanda, INSPIRE!africa and their donors Eveline & Bruce Goodall, Kattan Family, L.I.F.E. For Health, the Wyn and Ken Lo Family Foundation, and the UK Department for International Development, Nos Vies en Partage Foundation and Andre Cohen. We would like also to thank an array of anonymous donors.

We are grateful as well to Tony Howarth for energy and lots of running and his company BP, the team at Q8 Aviation who raise funding for the Benon scholars, and many more who supported through cycling, running, cooking, painting, knitting and just giving.

SURF has received guidance and advice from individuals and organisations too numerous to mention, but I would like to acknowledge the contribution of them all.

## **Survivors Fund (SURF)**

### **Report of the Trustees**

#### **For the Year Ended 31 December 2016**

SURF has worked with the following survivors' organisations in Rwanda during 2016:

AVEGA Agahozo - Association of Widows of the Genocide | Solace Ministries - Christian Association of Survivors of the | AERG - Survivors' Association of Students and Pupils | Kanyarwanda - Human Rights Organisation for Genocide Survivors.



## **Survivors Fund (SURF)**

### **Report of the Trustees for the Year Ended 31 December 2016**

#### **STATEMENT OF TRUSTEES RESPONSIBILITIES**

The trustees (who are also the directors of Survivors Fund (SURF) for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

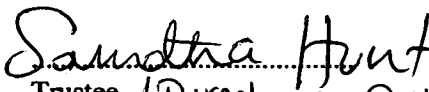
In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

#### **AUDITORS**

The auditors, Prestons & Jacksons Partnership LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 17 June 2017 and signed on its behalf by:

  
Trustee / Director S. HUNT

## **Report of the Independent Auditors to the Trustees of Survivors Fund (SURF)**

We have audited the financial statements of Survivors Fund (SURF) for the year ended 31 December 2016 on pages five to seventeen. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

This report is made solely to the charitable company's trustees, as a body, in accordance with Section 144 of the Charities Act 2011 and regulations made under Section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of trustees and auditors**

As explained more fully in the Statement of Trustees Responsibilities set out on page two, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

The trustees have elected for the financial statements to be audited in accordance with the Charities Act 2011 rather than the Companies Act 2006. Accordingly, we have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with regulations made under Section 154 of that Act.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Report of the Trustees to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### **Opinion on financial statements**

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Report of the Independent Auditors to the Trustees of  
Survivors Fund (SURF)**

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.



**Prestons & Jacksons Partnership LLP**

**Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006**

**364 - 368 Cranbrook Road**

**Ilford**

**Essex**

**IG2 6HY**

**Date: .....14/7/17.....**

## Survivors Fund (SURF)

### Statement of Financial Activities (including Income and Expenditure account) for the Year Ended 31 December 2016

		Unrestricted fund £	Restricted fund £	31.12.16 Total funds £	31.12.15 Total funds £
	Notes				
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations	2	47,934	53,784	101,718	128,931
<b>Charitable activities</b>	5				
Charitable Activity		11,886	570,872	582,758	522,637
Other Fundraising Activities	3	14,674	3,859	18,533	5,921
Investment income	4	<u>2,420</u>	<u>-</u>	<u>2,420</u>	<u>6,022</u>
<b>Total</b>		<b>76,914</b>	<b>628,515</b>	<b>705,429</b>	<b>663,511</b>
<b>EXPENDITURE ON</b>					
<b>Charitable activities</b>	6				
Charitable Activity		<u>10,693</u>	<u>585,746</u>	<u>596,439</u>	<u>805,345</u>
<b>NET INCOME/(EXPENDITURE)</b>		<b>66,221</b>	<b>42,769</b>	<b>108,990</b>	<b>(141,834)</b>
<b>Transfers between funds</b>	18	<u>(35,862)</u>	<u>35,862</u>	<u>-</u>	<u>-</u>
<b>Net movement in funds</b>		<b>30,359</b>	<b>78,631</b>	<b>108,990</b>	<b>(141,834)</b>
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		<b>39,673</b>	<b>69,369</b>	<b>109,042</b>	<b>250,876</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b><u>70,032</u></b>	<b><u>148,000</u></b>	<b><u>218,032</u></b>	<b><u>109,042</u></b>

#### CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements

**Survivors Fund (SURF)****Statement of Financial Position  
At 31 December 2016**

		<b>31.12.16</b>	<b>31.12.15</b>
	Notes	<b>£</b>	<b>£</b>
<b>FIXED ASSETS</b>			
Tangible assets	14	<b>21,955</b>	20,428
<b>CURRENT ASSETS</b>			
Debtors	15	<b>30,805</b>	32,150
Cash at bank and in hand		<b><u>171,656</u></b>	<u>66,108</u>
		<b>202,461</b>	98,258
<b>CREDITORS</b>			
Amounts falling due within one year	16	<b>(6,384)</b>	(9,644)
		<hr/>	<hr/>
<b>NET CURRENT ASSETS</b>		<b><u>196,077</u></b>	<u>88,614</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>218,032</b>	109,042
		<hr/>	<hr/>
<b>NET ASSETS</b>		<b><u>218,032</u></b>	<u>109,042</u>
<b>FUNDS</b>	18		
Unrestricted funds		<b>70,032</b>	39,673
Restricted funds		<b><u>148,000</u></b>	<u>69,369</u>
<b>TOTAL FUNDS</b>		<b><u>218,032</u></b>	<u>109,042</u>

The notes form part of these financial statements

## Survivors Fund (SURF)

### Statement of Financial Position - continued At 31 December 2016

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2016.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 144 of the Charities Act 2011.

The financial statements were approved by the Board of Trustees on 17 June 2017 and were signed on its behalf by:

A. Veale

Trustee / Director: A. Veale

Sametia Hunt

Trustee / Director: S. HUNT

The notes form part of these financial statements

# Survivors Fund (SURF)

## Statement of Cash Flows for the Year Ended 31 December 2016

	Notes	31.12.16 £	31.12.15 £
<b>Cash flows from operating activities:</b>			
Cash generated from operations	1	<u>104,381</u>	<u>(178,417)</u>
<b>Net cash provided by (used in) operating activities</b>		<u>104,381</u>	<u>(178,417)</u>
<b>Cash flows from investing activities:</b>			
Purchase of tangible fixed assets		(1,253)	(990)
Interest received		<u>2,420</u>	<u>6,022</u>
<b>Net cash provided by (used in) investing activities</b>		<u>1,167</u>	<u>5,032</u>
		<hr/>	<hr/>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>105,548</b>	<b>(173,385)</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>66,108</u>	<u>239,493</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>171,656</u>	<u>66,108</u>

The notes form part of these financial statements

## Survivors Fund (SURF)

### Notes to the Statement of Cash Flows for the Year Ended 31 December 2016

#### 1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.12.16 £	31.12.15 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	108,990	(141,834)
Adjustments for:		
Depreciation charges	1,278	1,610
Interest received	(2,420)	(6,022)
Other	(1,552)	(1,052)
Decrease in debtors	1,345	9,207
Decrease in creditors	<u>(3,260)</u>	<u>(40,326)</u>
Net cash provided by (used in) operating activities	<u>104,381</u>	<u>(178,417)</u>



**Notes to the Financial Statements  
for the Year Ended 31 December 2016**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

**Allocation and apportionment of costs**

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Long Leasehold	- in accordance with the property
Plant and machinery	- 25% on cost

**Taxation**

The charity is exempt from corporation tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

## Survivors Fund (SURF)

### Notes to the Financial Statements - continued for the Year Ended 31 December 2016

#### 1. ACCOUNTING POLICIES - continued

##### Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

#### 2. DONATIONS

	31.12.16 £	31.12.15 £
Donations	56,762	83,125
Gift aid	7,688	14,624
Donated services and facilities	<u>37,268</u>	<u>31,182</u>
	<u>101,718</u>	<u>128,931</u>

#### 3. OTHER FUNDRAISING ACTIVITIES

	31.12.16 £	31.12.15 £
Life for Health	3,859	3,529
Surf Rwanda Income	8,083	1,875
Other Surf Rwanda Income	<u>6,591</u>	<u>517</u>
	<u>18,533</u>	<u>5,921</u>

#### 4. INVESTMENT INCOME

	31.12.16 £	31.12.15 £
Deposit account interest	<u>2,420</u>	<u>6,022</u>

#### 5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	31.12.16 £	31.12.15 £
Grants	Charitable Activity	<u>582,758</u>	<u>522,637</u>

## Survivors Fund (SURF)

### Notes to the Financial Statements - continued for the Year Ended 31 December 2016

#### 5. INCOME FROM CHARITABLE ACTIVITIES - continued

Grants received, included in the above, are as follows:

	31.12.16	31.12.15
	£	£
Rwanda Donations	11,885	5,810
DFID- (Widowed Survivors Empowerment Project)	-	79,337
Foundation Rwanda	79,245	59,532
Inspire Africa	35,538	36,909
Anonymous	45,000	45,000
Charities Advisory Trust	65,757	77,046
Big Lottery Fund (Genocide Widows Empowerment Project)	-	127,137
Kattan Family	6,600	12,500
DFID- "Empowering Secondary School Leavers to create, secure and sustain Employment in Rwanda (ELE)"	103,727	79,366
Comic Relief (HIV+Survivors Empowerment Project-SEP)	128,869	-
Sharing Prosperity	66,085	-
Andre Cohen	40,052	-
	<u>582,758</u>	<u>522,637</u>

#### 6. CHARITABLE ACTIVITIES COSTS

	Direct costs	Grant funding of activities (See note 7)	Support costs (See note 8)	Totals
	£	£	£	£
Charitable Activity	<u>84,275</u>	<u>406,444</u>	<u>105,720</u>	<u>596,439</u>

#### 7. GRANTS PAYABLE

	31.12.16	31.12.15
	£	£
Charitable Activity	<u>406,444</u>	<u>525,971</u>

## Survivors Fund (SURF)

### Notes to the Financial Statements - continued for the Year Ended 31 December 2016

#### 7. GRANTS PAYABLE - continued

The total grants paid to institutions during the year was as follows:

	31.12.16	31.12.15
	£	£
Community Projects - Shelter	15,175	29,253
Foundation Rwanda	80,535	84,123
Youth Entrepreneurship Training Programme (YETP)	46,337	32,979
Genocide Widows Empowerment Project (GWEP)	4,661	126,477
HIV + Survivors Empowerment Project (SEP)	40,556	76,533
Community Counselling Initiative (CCI)	19,524	13,397
Good Gifts Project	77,323	65,549
L.I.F.E For Health	1,668	4,644
Reaching Rwanda Project	11,947	4,240
University Student Support Programme	6,383	5,887
Empowering Secondary School Leavers to Secure Employment Project (ELE)	<u>102,335</u>	<u>82,889</u>
	<u>406,444</u>	<u>525,971</u>

#### 8. SUPPORT COSTS

	Management	Finance	Information technology	Human resources
	£	£	£	£
Charitable Activity	<u>17,531</u>	<u>(9,289)</u>	<u>1,469</u>	<u>26,934</u>

	Other	Other 2	Governance costs	Totals
	£	£	£	£
Charitable Activity	<u>16,195</u>	<u>37,268</u>	<u>15,612</u>	<u>105,720</u>

#### 9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.12.16	31.12.15
	£	£
Depreciation - owned assets	<u>1,297</u>	<u>623</u>

#### 10. AUDITORS' REMUNERATION

	31.12.16	31.12.15
	£	£
Fees payable to the charity's auditors for the audit of the charity's financial statements	8,000	4,150
Other non-audit services	<u>-</u>	<u>300</u>

## Survivors Fund (SURF)

### Notes to the Financial Statements - continued for the Year Ended 31 December 2016

#### 10. AUDITORS' REMUNERATION

31.12.16	31.12.15
£	£

Auditors' Remuneration included £4,000 for under provision for year ended 31st Dec 2015.

#### 11. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2016 nor for the year ended 31 December 2015.

##### Trustees' expenses

31.12.16	31.12.15
£	£
<u>1,415</u>	<u>830</u>

Trustees' expenses

#### 12. STAFF COSTS

31.12.16	31.12.15
£	£
74,185	163,518
3,593	8,263
<u>-</u>	<u>2,200</u>
<u>77,778</u>	<u>173,981</u>

Wages and salaries  
Social security costs  
Other pension costs

The average monthly number of employees during the year was as follows:

31.12.16	31.12.15
7	8
<u>-</u>	<u>1</u>
<u>7</u>	<u>9</u>

No employees received emoluments in excess of £60,000.

#### 13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations	68,679	60,252	128,931
<b>Charitable activities</b>			
Charitable Activity	5,810	516,827	522,637
Other Fundraising Activities	2,392	3,529	5,921
Investment income	6,022	-	6,022

# Survivors Fund (SURF)

## Notes to the Financial Statements - continued for the Year Ended 31 December 2016

### 13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted fund £	Total funds £
<b>Total</b>	<b>82,903</b>	<b>580,608</b>	<b>663,511</b>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
Charitable Activity	<u>4,450</u>	<u>800,895</u>	<u>805,345</u>
<b>Total</b>	<u>4,450</u>	<u>800,895</u>	<u>805,345</u>
<b>NET INCOME/(EXPENDITURE)</b>	<b>78,453</b>	<b>(220,287)</b>	<b>(141,834)</b>
<b>Transfers between funds</b>	<u>(153,223)</u>	<u>153,223</u>	<u>-</u>
<b>Net movement in funds</b>	<b>(74,770)</b>	<b>(67,064)</b>	<b>(141,834)</b>
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	<u>114,443</u>	<u>136,433</u>	<u>250,876</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u><u>39,673</u></u>	<u><u>69,369</u></u>	<u><u>109,042</u></u>

# Survivors Fund (SURF)

## Notes to the Financial Statements - continued for the Year Ended 31 December 2016

### 14. TANGIBLE FIXED ASSETS

	Long Leasehold £	Plant and machinery £	Totals £
<b>COST</b>			
At 1 January 2016	16,533	42,916	59,449
Additions	-	1,253	1,253
Exchange differences	<u>1,272</u>	<u>299</u>	<u>1,571</u>
At 31 December 2016	<u>17,805</u>	<u>44,468</u>	<u>62,273</u>
<b>DEPRECIATION</b>			
At 1 January 2016	-	39,021	39,021
Charge for year	<u>-</u>	<u>1,297</u>	<u>1,297</u>
At 31 December 2016	<u>-</u>	<u>40,318</u>	<u>40,318</u>
<b>NET BOOK VALUE</b>			
At 31 December 2016	<u>17,805</u>	<u>4,150</u>	<u>21,955</u>
At 31 December 2015	<u>16,533</u>	<u>3,895</u>	<u>20,428</u>

### 15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.16 £	31.12.15 £
Other debtors	16,497	25,514
Prepayments and accrued income	6,620	6,636
Accruals	<u>7,688</u>	<u>-</u>
	<u>30,805</u>	<u>32,150</u>

### 16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.16 £	31.12.15 £
Trade creditors	-	583
Social security and other taxes	2,200	4,186
Other creditors	184	-
Accrued expenses	<u>4,000</u>	<u>4,875</u>
	<u>6,384</u>	<u>9,644</u>

## Survivors Fund (SURF)

### Notes to the Financial Statements - continued for the Year Ended 31 December 2016

#### 17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted fund £	Restricted fund £	31.12.16 Total funds £	31.12.15 Total funds £
Fixed assets	17,805	4,150	21,955	20,428
Current assets	56,292	146,169	202,461	98,258
Current liabilities	<u>(4,065)</u>	<u>(2,319)</u>	<u>(6,384)</u>	<u>(9,644)</u>
	<u>70,032</u>	<u>148,000</u>	<u>218,032</u>	<u>109,042</u>

#### 18. MOVEMENT IN FUNDS

	At 1/1/16 £	Net movement in funds £	Transfers between funds £	At 31/12/16 £
<b>Unrestricted funds</b>				
General fund	39,673	66,221	(35,862)	70,032
<b>Restricted funds</b>				
Restricted Funds	69,369	42,769	35,862	148,000
<b>TOTAL FUNDS</b>	<u>109,042</u>	<u>108,990</u>	<u>-</u>	<u>218,032</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	76,914	(10,693)	66,221
<b>Restricted funds</b>			
Restricted Funds	628,515	(585,746)	42,769
<b>TOTAL FUNDS</b>	<u>705,429</u>	<u>(596,439)</u>	<u>108,990</u>

#### 19. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 December 2016.



## **Survivors Fund (SURF)**

### **Detailed Statement of Financial Activities for the Year Ended 31 December 2016**

	<b>31.12.16</b> £	<b>31.12.15</b> £
<b>INCOME</b>		
<b>Donations</b>		
Donations	<b>56,762</b>	83,125
Gift aid	<b>7,688</b>	14,624
Donated services and facilities	<b><u>37,268</u></b>	<u>31,182</u>
	<b>101,718</b>	128,931
<b>Other Fundraising Activities</b>		
Life for Health	<b>3,859</b>	3,529
Surf Rwanda Income	<b>8,083</b>	1,875
Other Surf Rwanda Income	<b><u>6,591</u></b>	<u>517</u>
	<b>18,533</b>	5,921
<b>Investment income</b>		
Deposit account interest	<b>2,420</b>	6,022
<b>Charitable activities</b>		
Grants	<b><u>582,758</u></b>	<u>522,637</u>
<b>Total incoming resources</b>	<b>705,429</b>	663,511
<b>EXPENDITURE</b>		
<b>Charitable activities</b>		
Wages	<b>74,185</b>	163,518
Social security	<b>3,593</b>	8,263
Pensions	-	2,200
Networking and Advocacy	-	44
Travel and Subsistence	<b>1,005</b>	3,761
Internet Expenses	<b>1,860</b>	1,864
SURF UK Related Expenses	<b>2,354</b>	4,477
Plant and machinery	<b>1,278</b>	1,610
Grants to institutions	<b><u>406,444</u></b>	<u>525,971</u>
	<b>490,719</b>	711,708
<b>Support costs</b>		

This page does not form part of the statutory financial statements

## Survivors Fund (SURF)

### Detailed Statement of Financial Activities for the Year Ended 31 December 2016

	31.12.16 £	31.12.15 £
<b>Management</b>		
Trustees' expenses	1,415	830
Training and Welfare	5,405	10,374
Motor Expenses	<u>10,711</u>	<u>11,571</u>
	17,531	22,775
<b>Finance</b>		
Foreign Exchange Difference	(9,663)	(4,892)
Consultancy Costs	-	392
Bank charges	<u>374</u>	<u>575</u>
	(9,289)	(3,925)
<b>Information technology</b>		
Software Expenses	1,469	200
<b>Human resources</b>		
Consultancy Costs	26,934	18,000
<b>Other</b>		
Rent	11,728	10,891
Light and Heat	1,030	620
Telephone	2,923	4,202
Postage and stationery	514	4,019
Repairs and Maintenance	<u>-</u>	<u>1,223</u>
	16,195	20,955
<b>Other 2</b>		
Advertising	37,268	31,182
<b>Governance costs</b>		
Auditors' remuneration	8,000	4,150
Auditors' remuneration for non audit work	-	300
Legal fees	<u>7,612</u>	<u>-</u>
	<u>15,612</u>	<u>4,450</u>
<b>Total resources expended</b>	<b>596,439</b>	<b>805,345</b>
<b>Net income/(expenditure)</b>	<b><u>108,990</u></b>	<b><u>(141,834)</u></b>

This page does not form part of the statutory financial statements