



Annual Report and Accounts

For the year ended 31 March 2013

Company Limited by Guarantee
Registration Number 2100867 (England and Wales)

Charity Registration Number 296311

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Legal and administrative information

Honorary President	Lady Bingham of Cornhill
Chair of the Board of Directors	Roger Blake
Members of the Board of Directors	Jake Bharier Margie Buchanan-Smith Adam Cooke Sheila McKenzie Sara Pantuliano Karen Twining Fooks
Principal office and registered office	The Old Music Hall 106–108 Cowley Road Oxford OX4 1JE
Company Secretary	Jake Bharier
Sudan Country Director	Salih Majid Eldouma
UK Representative	Michael Green
Company registration number	2100867 (England and Wales)
Charity registration number	296311
Auditors	Critchleys LLP Greyfriars Court Paradise Square Oxford OX1 1BE
Bankers	The Royal Bank of Scotland 36 St Andrew Square Edinburgh EH2 2YB

Board of Directors' report for the year ended 31 March 2013

SOS Sahel International UK is a registered charity (no. 296311) incorporated under the Companies Act 1985 (registered no. 2100867) and governed by its Memorandum and Articles of Association.

The Board of Directors, who are also the charity's trustees, present the statutory report with the audited accounts of SOS Sahel International UK to the Council (the members of the Association) for the year ended 31 March 2013.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Board of Directors

All members of the Council and the Board of Directors are appointed in accordance with the Articles of Association. The members of the Association form the Council. They are approved by the Board of Directors and admitted in accordance with the Articles after submitting a formal application.

The Board of Directors has between five and fifteen members, who are all drawn from the Council. Election of Directors is by show of hands at a general meeting of the Council, held each calendar year. The Directors are subject to retirement by rotation and may be re-appointed if re-elected. They may exercise all the powers of the Association, subject to the Charities Act 2011 and the Memorandum and Articles of Association. The Chair is appointed for one year at the annual general meeting but may stand for re-election at the next and subsequent meetings.

Board appointments are based on the need for the Board of Directors as a whole to have the skills and experience to determine the policies of SOS Sahel International UK and to monitor the implementation of these policies. Procedures are documented for the induction and training of new Board members, relating to their duties and obligations as directors and trustees. These procedures include an introductory visit to the SOS Sahel International UK office for new trustees for familiarisation with the charity, its aims, and achievements. Ongoing training for board members is available as required.

All members of the board are Council Members. The members of the Board of Directors in office during the year are set out on page 3. No member of the Board of Directors had any beneficial interest in any contract with SOS Sahel International UK during the year.

Other Council Members are as follows:

Ordinary Members

Jonathan Benthall	Alan Gouly CMG	Dr Hassan El Tayeb Salih
Stephen Bristow MBE	Dr Nicholas Hall	Dr Gill Shepherd
David Campbell OBE	Rupert Hughes	Patricia Silkin
Andrew Carpenter	David Kennard	Valerie Singleton OBE
Laurence Cockcroft	John Makin	James Steel
Dr Nigel Cross	Dr Mary Myers	Sir Alec Stirling KBE CMG
John Edwards	Mary Nugent (resigned 5 April 2013)	Baroness Janet Whitaker
Dr Muna El Mahi	Anthony O'Sullivan	Paul Wilson
Kate Ewart-Biggs OBE	Osama Mahmoud Salih	Patrick Wintour OBE
Simon Gillett	Mahmoud Salih Osman Salih	Francis Witts (resigned 13 August 2012)

The Sudan Country Director, based in Khartoum, is appointed by the trustees to manage the day-to-day operations of the charity in Sudan. He is assisted by the UK Representative, based in Oxford, who manages the day-to-day operations of the charity in the UK.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Risk management

The Board of Directors has reviewed the major risks to which the charity is exposed, in particular those related to the operations, finances, reputation and business of SOS Sahel International UK, and systems have been established to manage those risks. A detailed Risk Register is reviewed and approved by the Board of Directors on an annual basis: this includes assessments of the likelihood and impact of major risks in all areas of the charity's operations. Risks are monitored and reported to the Board of Directors on a monthly basis, and their management is reviewed at quarterly meetings of the Board of Directors.

OBJECTIVES AND ACTIVITIES

Objects

The objects for which the charity was established are 'the relief of poverty, the advancement of education and the promotion of health and hygiene through activities focusing on natural resource management ... within the countries forming the continent of Africa ... particularly but not exclusively dryland areas, for the benefit of the peoples of those countries.'

Aims and mission

The mission of SOS Sahel UK is to seek long-term, sustainable solutions to the poverty experienced by millions of people in the Sahel region of Africa.

For nearly thirty years, we have worked across the Sahel – the belt of semi-arid land south of the Sahara – with people whose livelihoods depend on pastoralism, farming, and forestry. We support their efforts to secure access to the natural resources upon which they depend, and to manage these natural resources in ways that are equitable and sustainable.

During this time, SOS Sahel UK has worked in Mali, Niger, Sudan, Ethiopia, Eritrea, and Kenya, thus spanning the drylands of East and West Africa. Much of our work over the last decade has centred on transforming this UK-based organisation into a network of independent, African-led NGOs. This transformation is almost complete; our current work is mainly within the three countries of Sudan, South Sudan, and Ethiopia, in order to strengthen the SOS Sahel network in East Africa.

Organisational strategy, goals, and objectives

As part of the transformation process, a new Sudanese NGO (SOS Sahel Sudan) was registered in Khartoum in January 2010. This organisation is gradually taking over SOS Sahel UK's work in Sudan, the last country in which SOS Sahel UK is still directly operational. In support of SOS Sahel Sudan, we have developed the capacity of their Board of Trustees and staff such that they are now recognised as one of the most competent national NGOs in Sudan, and they are now attracting institutional funding directly as well as through SOS Sahel UK.

As the former country programmes have become independent national NGOs, so SOS Sahel UK has transformed from an implementing NGO to a facilitating NGO. We have striven to work in equal partnership with the new national NGOs, acknowledging that relationships between international and national NGOs have, historically, been unequal.

Board of Directors' report for the year ended 31 March 2013

OBJECTIVES AND ACTIVITIES (continued)

Organisational strategy, goals, and objectives (continued)

This transformation has been done in a rapidly changing external environment. Globally, despite progress towards the Millennium Development Goals, sustainable and equitable development is under threat from increased pressure on land and water resources, climate change, and other challenges.

Moreover, the banking crisis and recession, and declining support for development spending, have led the OECD donor countries to take a more defensive and short-term view of development. In particular, there is now a strong emphasis on results, in the form of concrete and measurable outcomes, and value for money. This is forcing civil society organisations to put more resources into monitoring and compliance, at a time when the total value of development assistance is diminishing.

Regionally, there is continuing political instability. There have been popular uprisings in Egypt, Libya, and elsewhere, and many countries in the Sahel are regarded as fragile states. Sudan has remained politically unstable following the secession of South Sudan in July 2011, and is host to severe internal conflicts. South Sudan is also experiencing widespread internal violence. There is continuing tension between the Governments of Sudan and South Sudan over unresolved issues relating to the secession of South Sudan.

In response to these challenges, the current strategy of SOS Sahel UK (for the period 2011 to 2014) sets out how we will continue to fulfil our mission in partnership with local organisations in Africa. Our strategic goals and activities are as follows.

Strategic goal 1: SOS Sahel Sudan

The process for the independence of SOS Sahel Sudan is continuing, and we wish to complete this successfully. As part of this process, SOS Sahel Sudan has developed its own measures of success, including: effective programmes of work; effective local capacity to govern, manage, and support the organisation and its work; recognition as a leading national NGO in Sudan; good relationships with relevant government departments; and continuous, and diverse, funding streams.

However, the most important milestones for SOS Sahel UK will be: the point at which the formal presence of SOS Sahel UK in Sudan is no longer required, such that we can deregister as an NGO there; and the transfer of the remaining employment contracts from SOS Sahel UK to SOS Sahel Sudan. We aim to reach these two milestones no later than March 2014.

Strategic goal 2: SOS Sahel Ethiopia

We were awarded funding in 2011 for a joint three-year project with SOS Sahel Ethiopia from DFID and the Band Aid Charitable Trust. We will support SOS Sahel Ethiopia to manage the project effectively.

Strategic goal 3: SOS Sahel South Sudan

During 2011, SOS Sahel South Sudan was successfully registered as a new NGO in Juba, in the new nation of South Sudan, and has obtained start-up funding. We will assist SOS Sahel South Sudan to establish and run itself competently and accountably as a national NGO in South Sudan.

Board of Directors' report for the year ended 31 March 2013

OBJECTIVES AND ACTIVITIES (continued)

Organisational strategy, goals, and objectives (continued)

Strategic goal 4: Multinational / UK-led activities

Development issues know no borders. Therefore, we will encourage and support learning and exchange of development practice, in particular between Sudan, South Sudan, and Ethiopia, and more generally, in sub-Saharan Africa. We will argue the case with donors for continuing support to our beneficiaries and partners in Africa. We will also maintain the UK-based organisation, including appropriate skills, financial reserves, and an effective Board of Directors, who will, over the three-year period of this strategy, review the organisation's performance and reflect on our purpose in a changing world.

Grantmaking

Much of our work in Africa is now undertaken through independent partner organisations, which used to be the country programmes of SOS Sahel UK. These include SOS Sahel Sudan, SOS Sahel Ethiopia, and SOS Sahel South Sudan. SOS Sahel UK makes grants to these partner organisations, and on occasion, to other selected organisations. Grants are not made to individuals. The Board of Directors does not invite grant applications.

Public benefit

The Charities Act 2011 requires all charities to meet the legal requirement of having aims that are for the public benefit. The Charity Commission, in its 'Charities and Public Benefit' guidance, states that there are two key criteria to be met in order to demonstrate that an organisation's aims are for the public benefit: first, there must be an identifiable benefit, and second, that benefit must be to the public or to a section of the public. The Board of Directors is satisfied that the mission, goals, and activities of SOS Sahel UK meet these criteria.

ACHIEVEMENTS AND PERFORMANCE

As in previous years, the countries of the Sahel remain poor and marginalised, and the progress of dryland development remains slow. Governments, the United Nations, and major NGOs provide limited assistance for the victims of conflict and famine, but longer-term support for conflict reduction, livelihoods, and environmental management in this very poor region remains insufficient. The priorities of the general public, and of institutional donors, are prone to change, as one high-profile issue is replaced by another.

In contrast, SOS Sahel works only in the drylands of the Sahel, and is committed to stay for the long term. This is made possible by the support of our individual donors, church and community organisations, and charitable trusts, which covers our day-to-day running costs and provides us with a degree of autonomy, allowing us in turn to secure additional funding from major institutions (such as the European Union) without compromising our commitment to long-term, grassroots development.

We have continued to work for the benefit of dryland dwellers during the year, both directly, in the field, and indirectly, through our work with African partner organisations. Where disasters occur that affect the communities that we work with, we assist in the delivery of emergency aid, but our primary aim is to achieve sustainable, long-term reduction in poverty and marginalisation in the countries of the Sahel.

Board of Directors' report for the year ended 31 March 2013

ACHIEVEMENTS AND PERFORMANCE (continued)

Our approach is to support work in the Sahel that seeks alternatives to the current processes and institutions that lead to poverty and marginalisation. To this end, we work through local organisations in each country of operation that are genuine agents of development, rather than just managers of funding – being locally run and connected to the grassroots, they have the knowledge to experiment with different approaches whilst retaining a long-term commitment and accountability to the communities with which they work.

Our office in the UK, meanwhile, is accountable to these local organisations as well as to our donors. The UK office is in the process of converting itself into one node of a network of local organisations, which follow their own context-sensitive strategies in pursuit of common goals across the Sahel. We work to support and facilitate this network, on the basis of equal and transparent partnership. This year, whilst continuing some direct project work in Sudan, we have put this approach into practice through expanding our programmes of grant funding to partners, and through direct support to local organisations in Sudan, South Sudan, and Ethiopia.

Review of achievements against objectives for 2012-13

Strategic goal 1: SOS Sahel Sudan

We will continue to run the UK-led programme in Red Sea State, Sudan, supporting food security and livelihoods. We will also continue planning for the handover of this programme to SOS Sahel Sudan from the end of the current programme in late 2013. We will continue to work with SOS Sahel Sudan as the implementing partner on our programmes in North Kordofan, South Kordofan, and Darfur, and as one of the partners on our programme on pastoralism in Sudan. We will provide a grant for capacity-building purposes and will continue to provide in-kind support in the form of technical assistance.

Where SOS Sahel Sudan has secured funding independently of SOS Sahel UK, we will also provide assistance where possible in managing and reporting on this funding. We will assist SOS Sahel Sudan with the year-end audit and reporting process in early 2013 and with its strategic objectives relating to organisational development, including building of financial reserves and securing a pipeline of diversified funding.

This year's expenditure in Sudan was £1.6m, compared to £1.1m last year – an increase of 42%. This reflects continued expansion, both through direct spending and through grants to our partner organisations in Sudan (SOS Sahel Sudan and the Darfur Development and Reconstruction Agency). We have continued to support five major programmes during the year in Sudan, as described on the following pages. Four of these are being implemented in partnership with SOS Sahel Sudan, and planning has continued for the handover of the fifth (in Red Sea State, which is still directly implemented by SOS Sahel UK) in the near future.

We have continued to provide technical assistance and funding to strengthen SOS Sahel Sudan during the year. This is reflected in its latest audited accounts (for the year to 31 December 2012, signed in Khartoum on 28 February 2013), which show that its annual income has grown to 4.9 million Sudanese Pounds, that it has moved from a net liabilities to a net assets position, and that it is being funded by eleven institutional donors, four of whom are funding it directly (that is, not via SOS Sahel UK). The need for strong national NGOs in Sudan is very great, owing to the impacts of multiple escalating conflicts and economic crises on the Sudanese people, and legal and practical restrictions on how much assistance international organisations are able to provide.

Board of Directors' report for the year ended 31 March 2013

ACHIEVEMENTS AND PERFORMANCE (continued)

Ending food aid dependency and promoting sustainable livelihoods in Eastern Sudan

Red Sea State, in Eastern Sudan, is chronically dependent on food aid. We have continued to work on long-term solutions to this problem during the year, assisting around 26,000 people in rural areas close to Port Sudan to diversify their livelihoods and food sources through activities directly implemented by SOS Sahel UK.

These have included making small grants (of up to £1,500) to support livelihood diversification, in response to community proposals; we have prioritised those that will benefit women (such as providing equipment to support horticulture, and equipment for small businesses providing catering to weddings and other ceremonies). We have also run demonstration activities: for example, we distributed fodder for goats (in the form of sugar cane residue, obtained from the Kenana Sugar Company) to 300 poor households; this produced visible gains in goat fertility and milk production, and inspired other households to obtain fodder supplies of their own. We have also supported the introduction of new cash crops, including potatoes, pumpkins, and clover, with technical guidance provided by staff from the Ministry of Agriculture, and we have supported groups of local fishermen.

This programme continues to face major challenges. The pasture seeds and microterraces constructed last year did not realise any benefits this year owing to failure of the winter rains, although the seeds will remain viable for up to ten years. We have continued to develop water-efficient irrigation systems to support local food production, but obtaining supplies of appropriate water pipes and other equipment has been difficult owing to import restrictions and limited local manufacturing. The political environment is also challenging: seven international NGOs were expelled from Eastern Sudan in May 2012 by the Government of Sudan, placing further demands on those that remain.

Our Red Sea programme was subject to an external evaluation in October 2012, which made the following observations.

For the women involved in the small grant programme as a means of diversifying their income: *“Although it is too early to assess these activities, there are clues that indicate that they are on the right track ... The only activity that seems less successful is beekeeping; most of the work is left under the supervision of the men ... about one-third of the hives have been lost due to hot weather and natural predators ... The people have become [connected to] Port Sudan town through their daily contact with the vegetable market, which has influenced their behaviour and encouraged them to accept new ideas ... the women joining literacy classes further demonstrates the positive response to the intervention.”*

For the men and women involved in fishing and farming: *“The coastal area [fishing] group deals with a resource of high potential and the support of SOS Sahel to this group has allowed it to tap this potential more efficiently. From discussions with them, it appears that their financial condition has improved; however, the groups need more support in marketing ... [for farming] the support communities have received and the keen technical supervision have made this a real success story, although fencing and irrigation systems in some farms are incomplete and most of the farms lack proper farm gates.”*

Project reporting was *“regular in sequence and comprehensive”*, and *“the audit recognised successful management of the available financial resources.”*

Overall, the evaluation was positive, although we recognise there are challenges to be addressed and we plan to continue working on these during the final year of this three-year programme.

Board of Directors' report for the year ended 31 March 2013

ACHIEVEMENTS AND PERFORMANCE (continued)

Looking beyond emergency aid in Darfur – market monitoring and livelihood recovery

We have continued our programme of market monitoring in Darfur during the year, in partnership with SOS Sahel Sudan, the Darfur Development and Reconstruction Agency, and Tufts University. At 26 market sites across North and West Darfur, this programme has recruited and trained community organisations to monitor and analyse trade and markets, through interviews and data collection, including details of transport routes, taxation, security issues, and so on. This information has then been analysed and distributed in the form of trade and market bulletins, published in English and Arabic, with recommendations for government and donors regarding how best to support livelihoods and market recovery in Darfur.

The programme has successfully published nine market bulletins during the year, covering North and West Darfur, with a print run of 1,000 copies per bulletin. The bulletins are also available for download from the Tufts University website. In September 2012, the first research paper drawing on this work was published: “*On the hoof – livestock trade in Darfur*” (lead author: Margie Buchanan-Smith) documents how Darfur’s livestock trade has been affected by the conflict and makes recommendations as to how this trade can be supported.

There continue to be challenges involved in operating in Darfur, including some long delays owing to the need to obtain government security clearance for market access and publications. However, the European Union has confirmed a second phase of funding for this programme, starting from January 2013, including expansion to South and Central Darfur. This is a strong indicator that the programme is succeeding in its aims. A formal evaluation of the first phase of the programme will take place next year.

Tackling the roots of conflict in South Kordofan

South Kordofan has experienced severe conflict since June 2011 that has displaced hundreds of thousands of people, and led to widespread hunger and destitution. Access for international organisations is highly restricted, but through working in partnership with SOS Sahel Sudan, we have continued to support both emergency and longer-term development work in South Kordofan during the year.

This has become progressively more difficult owing to the deteriorating security situation. “Carjacking”, looting, and extortion have become common, with NGO and UN vehicles being targeted; these problems have spread from neighbouring Darfur, where the security situation is also deteriorating. Darfur opposition forces have moved into the western parts of Kordofan. Poor harvests and high food prices have exacerbated the seasonal food gap. Violence has continued between farmers and pastoralists over access to land, as well as amongst pastoralist tribes, where conflicts over resources have led to hundreds of deaths.

New security procedures (for example, travelling only during daylight, with no trips announced in advance) have allowed SOS Sahel Sudan to continue to work in three localities in South Kordofan. The programme has rehabilitated two water yards and trained 42 local people on water point management in Muglad, and has excavated two new *hafirs* (reservoirs) to provide dry-season water at two conflict flashpoints, Al-Keweik and Al-Duwas. The latter is a joint Misseriyya-Dinka settlement close to Abyei; the new *hafir* has encouraged the inhabitants to stay in their village and has reduced the risk of inter-ethnic conflict in this community, which is a widespread problem in Abyei because of the controversy over whether the region should join South Sudan or remain part of Sudan. Around 10,000 people in total will benefit from these water points.

Board of Directors' report for the year ended 31 March 2013

ACHIEVEMENTS AND PERFORMANCE (continued)

Tackling the roots of conflict in South Kordofan (continued)

In order to target Misseriyya youth who are at risk of turning to violence, the programme has trained 17 para-vets and provided vocational training for 40 other youth. It has also continued to work with community organisations on ways to manage and reduce conflict. However, some activities are impossible in this setting – the construction of sand dams, for example – because of the time needed in the field, and site proximity to the front lines of the conflict. We plan to restart work if possible on the planned sand dams during the 2013-14 dry season.

Empowering civil society in North Kordofan

The year started positively in North Kordofan, with good progress on our EU-funded programme to strengthen the capacity of 23 local organisations across a range of sectors including village development, women's groups, and environmental protection. In August 2012, Oxfam Novib confirmed that they would provide the 25% co-financing as required by the EU, such that the programme became fully funded by these two donors. It is being implemented in partnership with SOS Sahel Sudan.

The first year of the programme has successfully rehabilitated pasture land and water points in North Kordofan, and has provided targeted training on natural resource management and organisational management to 23 local organisations (as well as providing furniture and equipment to support their work). 1,470 people with official roles in these organisations have participated in training, and the project has been held up as a model (for example, by the Sudan INGO Forum) of how to strengthen civil society in marginalised areas of Sudan.

However, this year has also seen a worrying spread of conflict into previously peaceful parts of North Kordofan, both from South Kordofan and from Darfur. In April 2013, this culminated in rebel SPLM-N attacks on Umm Ruwaba and Abu Kershola in North Kordofan, elevating the risk of destabilisation of this state. Our civil society programme is currently continuing but may need to be scaled back or moved to other parts of the state if the security situation continues to worsen. We are continuing to monitor the situation.

Challenging donor and government perceptions of pastoralism in Sudan

We have continued this programme, in partnership with SOS Sahel Sudan and Tufts University, during the year. Its aim is to improve understanding of pastoralism in Sudan in order to correct biases and misconceptions that are present in many official policies and development schemes.

Following on from activities last year, we have produced a report on the Livestock Emergency Guidelines and Standards (LEGS) specifically tailored for Sudan; we have continued to develop training material for policymakers on pastoralism (including publication of a pastoralism training manual in Arabic and English); we have organised a National Pastoral Forum to bring together influential people in Sudan; we have supported research in many areas including Darfur, Kordofan, Gadarif, Kassala, and Blue Nile; and we have assisted with fieldwork based in Kordofan which has tracked animals in pastoral herds during their annual migration.

Drawing upon this, we have supported the publication of a major report (in June 2013) entitled "*Standing wealth – pastoralist livestock production and local livelihoods in Sudan*" (lead author: Saverio Krätli) which is available from the Tufts University website and which has been well received.

Board of Directors' report for the year ended 31 March 2013

ACHIEVEMENTS AND PERFORMANCE (continued)

Review of achievements against objectives for 2012-13 (continued)

Strategic goal 2: SOS Sahel Ethiopia

We will assist SOS Sahel Ethiopia with the start-up, management, and reporting of the new DFID-funded project for which we are partners.

For many years, the area around Lake Boyo in the Southern Nations, Nationalities, and Peoples' Region (SNNPR) in Ethiopia has been severely degraded by deforestation and soil erosion, as a consequence of unsustainable farming practices and increasing population pressure. Without the collective means to address these issues, the inhabitants, and particularly the poorer people, have become vulnerable to crises caused by floods and droughts, and the loss of productive land; they are struggling to maintain their food security.

In 2012, SOS Sahel Ethiopia, with support from SOS Sahel UK, launched the Sustainable Environmental Rehabilitation Project, funded by DFID and the Band Aid Charitable Trust. This project is working with 32,000 households in four districts surrounding the lake. Project staff are employing a community-led approach, recruiting local farmers to form watershed committees which are overseeing the rehabilitation and protection of areas of degraded land within each watershed.

In this first year of the project, 32 farmer-led watershed committees were established. The members were supported to create a strategic plan for each watershed and to gain approval from people in their communities. In accordance with these plans, selected farmers were trained in soil and water conservation and seedling nursery management, which they then put into practice to rehabilitate community land enclosed for that purpose. Community members volunteered their time and energy to support conservation measures: in total over the year, men and women donated 177,749 days of labour to building conservation structures including ditches, terraces, soil bunds, and trenches. Simultaneously, private and central nurseries were set up to grow seedlings to be planted in the degraded areas.

The project has also supported beneficiaries to diversify their livelihoods. Farmers who planted private nurseries were able to generate additional income from selling the seedlings. Groups of landless youth were trained in *desho* grass propagation (used for soil conservation and for animal fodder) and were provided with land to plant the seeds. Agricultural extension services have been provided to the farmers, and in particular to women, who are breeding livestock, with the aim of increasing awareness of how to better care for their animals, leading to increased animal weight and milk production.

Following our reporting to DFID's Fund Manager on the first year of the project, we received feedback noting that *"the project continues to offer a relevant response to the environmental and livelihood challenges faced by smallholder farmers in SNNPR and provides some evidence that some key results have been achieved."* In terms of value for money and accountability, the feedback report noted that *"you have provided good evidence to show that the project is trying to ensure that it is obtaining inputs at the optimum price ... you have provided evidence of efficiency and sustainability through the use of existing institutions ... The project deploys a range of appropriate formal and informal mechanisms for obtaining feedback from beneficiaries and for providing feedback to beneficiaries. It is also clear that the project takes feedback received from beneficiaries seriously."*

Board of Directors' report for the year ended 31 March 2013

ACHIEVEMENTS AND PERFORMANCE (continued)

Review of achievements against objectives for 2012-13 (continued)

Strategic goal 3: SOS Sahel South Sudan

We will assist SOS Sahel South Sudan to develop an organisational strategy, and we will facilitate training for the newly-established Board of Trustees on their roles and responsibilities. We will assist with the reporting of the current start-up funding and with proposals for future funding, including, if possible, funding to enable cross-learning from our programme experience in Sudan (for example, on conflict over natural resources in South Kordofan, which could usefully be adapted to the South Sudanese context). If our financial resources permit, we will arrange a six-month secondment for one of the UK staff to work in Juba with the Executive Director of SOS Sahel South Sudan, in order to provide direct support to this initial phase of the new organisation.

During the year, SOS Sahel South Sudan has made significant progress: it has moved from being a “briefcase NGO” to being an NGO with a Board of Directors, full-time staff, office premises, and operational projects. SOS Sahel UK has given considerable support to SOS Sahel South Sudan during this process. One staff member of SOS Sahel UK has been seconded to SOS Sahel South Sudan, to work in Juba supporting the Executive Director of SOS Sahel South Sudan. In June 2012, our secondee arranged a workshop for the South Sudan Board of Directors on their roles and responsibilities, and to help them develop a strategy for the organisation to guide it through its first years of operation.

In January 2013, SOS Sahel South Sudan opened an office in central Juba, sharing a compound with other, well-established, national NGOs including the South Sudan Law Society and Human Rights Group. SOS Sahel UK has helped SOS Sahel South Sudan to develop a finance manual, a gender policy, and a personnel policy, including staff recruitment procedures. New staff, who are all South Sudanese, have been employed with comprehensive employment contracts.

SOS Sahel UK's Finance Manager visited Juba during March 2013 to install a new finance system, Quickbooks Pro, and to give training to the staff. Following this trip, the Finance Manager has continued to provide remote support from the UK on using the software and on general financial management. The new system has helped SOS Sahel South Sudan to manage its finances and to be accountable to its donors.

During the year SOS Sahel UK has worked alongside SOS Sahel South Sudan to develop its project reporting and new funding proposals. As a result, SOS Sahel South Sudan secured a 12-month grant from Oxfam Novib to support work on reducing resource-based conflict in Central Equatoria State. The project activities have been designed to build on SOS Sahel's previous experience in Sudan, bringing people together to identify local issues of conflict, the main actors involved, and possible solutions, including training on conflict management and methods to enable dialogue between communities in conflict.

From October 2012, SOS Sahel South Sudan has also joined a consortium for implementation of the “South Sudan Peace and Prosperity Promotion Programme”, a major programme funded by the Dutch Government. This is another indicator of the growing capacity and reputation of the organisation in South Sudan.

Board of Directors' report for the year ended 31 March 2013

ACHIEVEMENTS AND PERFORMANCE (continued)

Review of achievements against objectives for 2012-13 (continued)

Strategic goal 4: Multinational/UK-led activities

We will support networking and experience-sharing amongst our partners in Sudan, South Sudan, and Ethiopia, and will continue to develop the skills and resources available in the Oxford office. If the planned staff secondment to Juba goes ahead, as above, then we will recruit a paid intern to work with us in Oxford.

We have continued to work with the Executive Directors of SOS Sahel Sudan (in Khartoum), SOS Sahel Ethiopia (in Addis Ababa), and SOS Sahel South Sudan (in Juba) during the year, supporting the development of a plan to network these organisations more closely together, on the basis of their common identity and interests, and because of shared challenges that they face. This has included meetings and training in Addis Ababa. There is also support from our African partner organisations for the continued involvement of SOS Sahel UK in this network. We had hoped to invite key staff from East Africa to visit the UK during the year, but we have had trouble in obtaining visas from the UK Border Agency.

During the year, one member of UK staff was seconded to Juba, South Sudan, to support the Executive Director of the new organisation SOS Sahel South Sudan in the commencement of its operations. We have since secured funding from Oxfam Novib to extend this secondment for a further 12 months, enabling us to continue to support work in South Sudan and to develop links between South Sudan and the UK.

As above, we also recruited an Intern to work with us in Oxford during the year, paid at the non-London Living Wage rate as set by the Living Wage Foundation.

Board of Directors' report for the year ended 31 March 2013

FINANCIAL REVIEW

Review of results

SOS Sahel International UK had income of £1,824,040 for the year ended 31 March 2013 (2012: £1,389,388). The organisation's principal funding sources (as detailed in note 1 on page 24) included governmental organisations, other grant-making bodies, charitable organisations, and individuals. The increase in income compared to the prior year is a result of increased institutional funding, particularly relating to our activities in Ethiopia and Darfur.

Total expenditure was £1,849,288 for the year ended 31 March 2013 (2012: £1,226,726). This increase is a result of expanded programme activities in Sudan and Ethiopia. Meanwhile, UK staff and office costs have fallen compared to the prior year, and thus the relative proportion of spending on "overheads" has also fallen. 61% of our expenditure on charitable activities during the year was in the form of grants to partner organisations (2012: 33%), reflecting the changing role of the UK organisation in supporting our partners in Africa.

The costs of generating funds were equivalent to 0.5% of total income. Governance costs were equivalent to 0.7% of total income. Thus, 98.8% of total income was available for spending on charitable activities.

There were net outgoing resources of £25,248 for the year (2012: net incoming resources of £162,662). For unrestricted funds, there were net incoming resources (after transfers) of £109,545 for the year (2012: net outgoing resources after transfers of £36,784). Unrestricted reserves therefore increased significantly during the year ended 31 March 2013. This is attributable to a significant increase in activities that has not been matched by a corresponding increase in staff resources in the UK. Additional staff in the UK were recruited after the year end in order to maintain sufficient staff resources in the UK, and this change is reflected in a predicted drawdown on unrestricted reserves during the financial year to come.

The results for the year are shown in the statement of financial activities on page 20 and the financial position at the end of the year is shown in the balance sheet on page 21.

Reserves levels and reserves policy

The Board of Directors of SOS Sahel International UK maintains unrestricted reserves sufficient to meet the organisation's working capital requirements and to meet any temporary shortfalls in funds arising from unforeseen exposure to foreign exchange losses and other unforeseen costs, so as to enable SOS Sahel International UK to continue to meet its charitable objectives. The organisation's working capital requirements are considered to be the equivalent of three months of unrestricted expenditure plus the equivalent of an additional month to cover any temporary shortfalls.

The Board of Directors reviews this reserves policy and the level of unrestricted reserves required annually as part of the budget-setting process. The designated contingency fund has been retained at £40,000 during the year.

Restricted funds of £467,944 represent unspent funds received from donors who have specified certain conditions for their use. These funds are fully covered by matched assets (see note 17). The Board of Directors anticipates that these funds will be expended on their related projects.

Designated funds are those funds which have been set aside by the Board of Directors for specific areas of charitable work. The designated funds are the contingency fund as described above (£40,000), and the EU contingency fund (£60,000), which has been increased by the Board of Directors from its previous level of £20,000 in recognition of the increasing amount of funding that the charity is receiving under the contractual requirements of the European Commission, and the potential for foreign exchange losses and other unanticipated costs arising in consequence.

Board of Directors' report for the year ended 31 March 2013

FINANCIAL REVIEW (continued)

Reserves levels and reserves policy (continued)

General funds have no restrictions on their use, unlike restricted funds, which must be used for specified purposes. General funds were £82,912 at 31 March 2013 (2012 – £13,367). Total unrestricted funds (general and designated) were £182,912 at 31 March 2013 (2012 – £73,367).

The Board of Directors considers that there are sufficient reserves held at the year-end to avoid an unacceptable level of disruption to the organisation in the event of a downturn in future income. For this reason, the Board of Directors continues to adopt the going concern basis in preparing the accounts.

PLANS FOR FUTURE PERIODS

The objectives and activities planned for 2013-14 are as follows:

Strategic goal 1: SOS Sahel Sudan

We will continue to run the UK-led programme in Red Sea State, Sudan, supporting food security and livelihoods. We will also continue planning for the handover of this programme to SOS Sahel Sudan from the end of the current programme in late 2013. We will continue to work with SOS Sahel Sudan as the implementing partner on our programmes in North Kordofan, South Kordofan, and Darfur, and as one of the partners on our programme on pastoralism in Sudan. We will provide a grant for capacity-building purposes and will continue to provide in-kind support in the form of technical assistance.

Where SOS Sahel Sudan has secured funding independently of SOS Sahel UK, we will also provide assistance where possible in managing and reporting on this funding. We will assist SOS Sahel Sudan with its strategic objectives relating to organisational development, including building of financial reserves and securing a pipeline of diversified funding.

Strategic goal 2: SOS Sahel Ethiopia

We will continue to provide assistance to SOS Sahel Ethiopia for the management, and reporting of the DFID-funded project for which we are partners. We will continue to explore other opportunities for collaboration with SOS Sahel Ethiopia, including multi-country programme work.

Strategic goal 3: SOS Sahel South Sudan

We will continue to assist SOS Sahel South Sudan with its growth and consolidation as a national NGO. We will assist with the reporting of current grants and with proposals for future funding, including, if possible, funding to enable cross-learning from our programme experience in Sudan.

Strategic goal 4: Multinational/UK-led activities

We will support networking and experience-sharing amongst our partners in Sudan, South Sudan, and Ethiopia, and will continue to develop the skills and resources available in the Oxford office. We will also consider opportunities for working in other countries in the Sahel, and for multi-country programme work.

Board of Directors' report for the year ended 31 March 2013

Statement of directors' responsibilities

The directors are responsible for preparing the annual report and accounts in accordance with applicable law and regulations.

Company law requires the directors to prepare accounts for each financial year. Under that law, the directors have elected to prepare the accounts in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law the directors must not approve the accounts unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these accounts, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

At the time the financial statements are approved, the directors confirm:

- a) that there is no relevant audit information of which the auditors are unaware, and
- b) that they have taken all the steps 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.

Signed on behalf of the Board of Directors:

Roger Blake

Approved by the board on:

4 December 2013

Independent auditors' report to the members of SOS Sahel International UK

INDEPENDENT AUDITORS' REPORT

To the members of SOS Sahel International UK

We have audited the financial statements of SOS Sahel International UK for the year ended 31 March 2013 which comprise the Statement of Financial Activities, the Balance Sheet, the Principal Accounting Policies and the related notes. 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).

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members 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 charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditor

As explained more fully in the statement of directors' responsibilities set out on page 17, the directors (who are also the trustees of the charity for the purposes of charity law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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 (APB'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 charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Board of Directors' Report to identify material inconsistencies with the audited financial statements. 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 charity's affairs as at 31 March 2013 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Board of Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Independent auditors' report to the members of SOS Sahel International UK

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Colin Mills

**Senior Statutory Auditor
for and on behalf of Critchleys LLP
Statutory Auditor
Oxford**

9 December 2013

Statement of Financial Activities (including Income and Expenditure) for the year ended 31 March 2013

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2013 £	Total funds 2012 £
Incoming resources					
Incoming resources from generated funds					
Voluntary income	1	95,108	1,665,118	1,760,226	1,341,423
Investment income		2,843	—	2,843	2,625
		<u>97,951</u>	<u>1,665,118</u>	1,763,069	1,344,048
Incoming resources from charitable activities	2	6,151	—	6,151	12,121
Other incoming resources	3	54,820	—	54,820	33,219
Total incoming resources		<u>158,922</u>	<u>1,665,118</u>	1,824,040	1,389,388
Resources expended					
Costs of generating funds					
Costs of generating voluntary income	4	9,229	—	9,229	13,616
Charitable activities					
Sudan		19,351	1,594,752	1,614,103	1,135,127
Ethiopia		2,950	161,077	164,027	16,077
South Sudan		4,828	27,567	32,395	35,691
Multinational / UK-led		536	15,829	16,365	10,462
	5	<u>27,665</u>	<u>1,799,225</u>	1,826,890	1,197,357
Governance costs	8	13,169	—	13,169	15,753
Total resources expended		<u>50,063</u>	<u>1,799,225</u>	1,849,288	1,226,726
Net incoming / (outgoing) resources before transfers		108,859	(134,107)	(25,248)	162,662
Transfers between funds		686	(686)	—	—
Net incoming / (outgoing) resources after transfers	9	<u>109,545</u>	<u>(134,793)</u>	(25,248)	162,662
Balances brought forward at 1 April 2012		73,367	602,737	676,104	513,442
Balances carried forward at 31 March 2013		<u>182,912</u>	<u>467,944</u>	650,856	676,104

All operations are ongoing. All recognised gains and losses in each of the two years are included above.

The notes on pages 24 to 30 form part of these accounts.

Balance Sheet as at 31 March 2013

	Notes	2013 £	2013 £	2012 £	2012 £
Fixed assets					
Tangible fixed assets	12		—		—
Current assets					
Debtors	13	210,383		127,192	
Investment account		328,304		325,582	
Cash at bank and in hand		519,022		543,186	
Total current assets		1,057,709		995,960	
Creditors: amounts falling due within one year	14	(406,853)		(319,856)	
Net current assets			650,856		676,104
Net assets			650,856		676,104
Represented by:					
Funds and reserves					
Restricted funds	15		467,944		602,737
General fund			82,912		13,367
Designated funds					
Contingency fund		40,000		40,000	
EU contingency fund		60,000		20,000	
			100,000		60,000
Total unrestricted funds	16		182,912		73,367
Total charity funds			650,856		676,104

Approved by the Board of Directors and signed on its behalf by:

Roger Blake

Approved on:

4 December 2013

The notes on pages 24 to 30 form part of these accounts.

Principal accounting policies 31 March 2013

Accounting convention

The accounts have been prepared under the historical cost convention, and in accordance with applicable Accounting Standards, the Statement of Recommended Practice “Accounting by Charities” (March 2005) and the going concern convention which the directors consider appropriate.

The format of the Income and Expenditure account has been adapted from that prescribed by the Companies Act 2006 to better reflect the special nature of the charity’s operations.

Incoming resources

Income is recognised in the period in which SOS Sahel International UK is entitled to receipt and the amount can be measured with reasonable certainty. Income is deferred only when SOS Sahel International UK has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Gift aid income is included gross of attributable tax recoverable.

Grants receivable are credited to the statement of financial activities in the period in which they fall due.

Legacies, notified before the year-end, are accounted for when the amounts to be received can be measured with reasonable certainty.

Resources expended

Where members of staff carry out duties which fall into more than one category, costs, including related overhead costs, have been allocated on the basis of estimates of time spent on their various duties. This will vary for each activity according to the size and complexity of the programmes.

The costs of generating funds represent the costs of inducing others to make gifts of voluntary income to the charity.

Charitable activities comprise direct expenditure incurred on charitable activities together with those support costs incurred that enable these activities to be undertaken. This is through a combination of direct service provision and grant funding of African partner organisations.

Support costs are those costs that, whilst necessary to deliver an activity, do not themselves produce the output of the charitable activity, such as accounting, and monitoring and evaluation.

Governance costs represent costs attributable to the governance arrangements of SOS Sahel International UK and include compliance with constitutional and statutory requirements and costs relating to strategic activities.

Foreign currency transactions

Transactions in foreign currencies are translated at rates prevailing at the date of the transaction. Assets and liabilities denominated in foreign currencies are translated at the rate of exchange prevailing at the year end. Any differences are included within the statement of financial activities in the period.

Principal accounting policies 31 March 2013

Taxation

The company is a registered charity and benefits from the exemptions from UK taxation on its income and capital gains granted by section 505 of the Income and Corporation Taxes Act 1988.

Tangible fixed assets

Tangible fixed assets in the UK are stated at cost less depreciation. Depreciation is calculated to write down the cost in equal instalments over their expected useful lives. The cost of office and computer equipment is written off over 3 years. Items of equipment purchased for Africa and items under £1,500 are not capitalised and are written off in the year of purchase.

Fund accounting

Unrestricted general funds are those funds which can be used in accordance with the charitable objectives of SOS Sahel International UK at the discretion of the Board of Directors.

Designated funds are funds set aside by the Board of Directors out of unrestricted general funds for specific future purposes or projects.

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

Operating leases

Rentals applicable to operating leases, where substantially all of the benefits and risks of ownership remain with the lessor, are charged to the statement of financial activities as incurred.

Notes to the Accounts 31 March 2013

1 Voluntary income

	Unrestricted funds £	Restricted funds £	Total 2013 £	Total 2012 £
Governmental organisational grants				
Common Humanitarian Fund for Sudan	—	(2,666)	(2,666)	61,571
Department for International Development (see note 20)	—	203,061	203,061	—
European Union (EU)	—	878,394	878,394	576,125
States of Guernsey Overseas Aid Commission	—	33,060	33,060	—
States of Jersey Overseas Aid Commission	—	—	—	123,619
Norwegian Ministry of Foreign Affairs	—	211,279	211,279	120,574
	—	1,323,128	1,323,128	881,889
Other organisational grants				
Humanity United	—	—	—	198,827
International Institute for Environment and Development	—	2,573	2,573	—
Oxfam Novib (see note 21)	—	123,608	123,608	136,954
Tufts University	—	118,214	118,214	50,683
	—	244,395	244,395	386,464
Donations from trusts, corporates, and other groups				
Anonymous Charitable Trust	20,000	—	20,000	—
The Band Aid Charitable Trust	—	91,926	91,926	—
The Dingwall Trust	2,000	—	2,000	2,000
The Fulmer Charitable Trust	1,500	—	1,500	—
The Souter Charitable Trust	—	—	—	2,000
Other trusts	2,250	500	2,750	6,550
Other rotary and community organisations	2,794	—	2,794	2,050
Other corporate organisations	250	—	250	63
	28,794	92,426	121,220	12,663
Donations from individuals				
E Bingham	1,400	—	1,400	1,400
M Canty	2,000	—	2,000	1,600
D Cotton	1,000	—	1,000	—
S Harrison	1,545	—	1,545	1,500
P Scott	2,500	—	2,500	2,500
W Sinclair	1,500	—	1,500	1,200
A Smith	3,000	—	3,000	4,000
D Sprackling	1,000	—	1,000	1,200
K Thirlwall	1,320	—	1,320	1,320
R Usher	1,000	1,000	2,000	700
Other	36,951	4,169	41,120	44,737
	53,216	5,169	58,385	60,157
Legacies				
M Case	7,500	—	7,500	—
A Smith	5,598	—	5,598	—
Other	—	—	—	250
	13,098	—	13,098	250
Total	95,108	1,665,118	1,760,226	1,341,423

Notes to the Accounts 31 March 2013

2 Incoming resources from charitable activities

	Unrestricted funds £	Restricted funds £	Total 2013 £	Total 2012 £
Consultancy	6,151	—	6,151	12,102
Sundry sales	—	—	—	19
Total	6,151	—	6,151	12,121

3 Other incoming resources

	Unrestricted funds £	Restricted funds £	Total 2013 £	Total 2012 £
Foreign currency exchange gains	54,713	—	54,713	33,219
Compensation for bank errors	107	—	107	—
Total	54,820	—	54,820	33,219

4 Costs of generating funds

	Unrestricted funds £	Restricted funds £	Total 2013 £	Total 2012 £
Staff costs	5,809	—	5,809	8,490
Office running costs	2,214	—	2,214	1,978
Other costs	1,206	—	1,206	3,148
Total	9,229	—	9,229	13,616

5 Charitable activities including grant funding of activities and activities directly undertaken by the charity

	Grant funding of activities £	Staff costs £	Project activities £	Other costs £	Support costs £	Total 2013 £	Total 2012 £
Sudan	984,295	119,365	398,148	68,478	43,817	1,614,103	1,135,127
Ethiopia	137,078	5,416	—	2,253	19,280	164,027	16,077
South Sudan	—	—	—	847	31,548	32,395	35,691
Multinational / UK-led	—	4,277	7,212	1,371	3,505	16,365	10,462
Total	1,121,373	129,058	405,360	72,949	98,150	1,826,890	1,197,357

6 Grant funding of activities

	Grantee location	Number of grants made	Total 2013 £	Total 2012 £
Darfur Development and Reconstruction Agency	Sudan	2	540,164	201,860
SOS Sahel Sudan	Sudan	12	444,131	175,521
SOS Sahel Ethiopia	Ethiopia	2	137,078	—
SOS Sahel South Sudan	South Sudan	—	—	23,058
Total		16	1,121,373	400,439

Notes to the Accounts 31 March 2013

7 Support costs

	Unrestricted funds £	Restricted funds £	Total 2013 £	Total 2012 £
Staff costs	9,048	50,074	59,122	65,847
Office running costs	3,545	19,618	23,163	21,069
Other costs	2,427	13,438	15,865	27,919
Total	15,020	83,130	98,150	114,835

Support costs comprise specific direct support costs and an allocation of staff and office costs apportioned on the basis of time spent on support activities.

8 Governance costs

	Unrestricted funds £	Restricted funds £	Total 2013 £	Total 2012 £
Staff costs	5,690	—	5,690	7,160
Office running costs	1,215	—	1,215	1,669
Other costs	6,264	—	6,264	6,924
Total	13,169	—	13,169	15,753

9 Net incoming resources

This is stated after charging:

	Unrestricted funds £	Restricted funds £	Total 2013 £	Total 2012 £
Auditor's remuneration	5,400	—	5,400	6,000
Operating lease rentals – land and buildings	3,854	—	3,854	3,727

10 Staff costs and Board of Directors members' remuneration

	2013		2012	
	UK-based £	Overseas £	UK-based £	Overseas £
Wages and salaries	53,693	114,963	54,972	184,636
Social security costs	5,005	25,468	5,639	37,847
Pension contributions	550	—	—	—
	59,248	140,431	60,611	222,483
Total staff costs		199,679		283,094

The average number of employees (full-time equivalent) for the year was:

	2013	2012
UK-based	2	2
Overseas	22	30
	24	32

No employees received a salary of over £60,000 excluding retirement benefits (2012 – none).

Notes to the Accounts 31 March 2013

10 Staff costs and Board of Directors members' remuneration (continued)

No member of the Board of Directors received any remuneration in respect of their services during the year (2012 – none). £204 was reimbursed to one member of the Board of Directors in respect of travel expenses during the year (2012 – £330 reimbursed to one member of the Board of Directors in respect of travel expenses during the year).

SOS Sahel International UK made agreed contributions to an occupational money-purchase pension scheme (the Flexible Retirement Plan) administered by The Pensions Trust during the year. The cost represents amounts payable in the year. The scheme assets are separate from the charity. The employer contribution was 8% of pensionable earnings. The amount paid by SOS Sahel International UK by way of contributions in the year was £550 (2012 – nil). The outstanding contributions at the end of the year were £550 (2012 – nil).

11 Taxation

SOS Sahel International UK is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

12 Tangible fixed assets

	UK information technology	Total
	£	£
Cost		
At 1 April 2012	3,102	3,102
Additions	—	—
Disposals	—	—
At 31 March 2013	3,102	3,102
Depreciation		
At 1 April 2012	3,102	3,102
Charge for the year	—	—
Disposals	—	—
At 31 March 2013	3,102	3,102
Net book value		
At 31 March 2013	—	—
At 31 March 2012	—	—

The information technology in the UK was used for generating funds, support, and governance.

13 Debtors

	2013	2012
	£	£
Grants and donations	187,206	100,935
Prepayments	5,376	5,904
Other debtors	17,801	20,353
	210,383	127,192

Notes to the Accounts 31 March 2013

14 Creditors: amounts falling due in less than one year

	2013 £	2012 £
Social security costs and other taxes	799	1,635
Accruals and deferred income	62,314	57,046
Other creditors	343,740	261,175
	406,853	319,856

15 Restricted funds

The income funds of SOS Sahel International UK include restricted funds comprising the following grants and donations held on trust to be applied for specific purposes:

	Balance at 1 April 2012 £	Incoming resources £	Outgoing resources £	Transfers £	Balance at 31 March 2013 £
Sudan					
Hafir rehabilitation	15,880	(2,666)	(13,214)	—	—
Borehole rehabilitation	55,785	—	(55,785)	—	—
Conflict reduction in South Kordofan	266,362	249,773	(351,740)	—	164,395
Red Sea pastoralism	4,156	—	—	—	4,156
Red Sea livelihoods	29,401	283,016	(312,427)	10	—
Conflict reduction in Abyei	1,221	—	—	—	1,221
Civil society in North Kordofan	56,087	119,887	(151,771)	—	24,203
Pastoralist livelihoods, trade, and markets	—	102,891	(102,195)	(696)	—
Market monitoring in Darfur	130,377	552,032	(576,045)	—	106,364
Sudan fund	—	3,919	(3,919)	—	—
	559,269	1,308,852	(1,567,096)	(686)	300,339
Ethiopia					
Environmental rehabilitation in Southern Ethiopia	—	294,987	(144,747)	—	150,240
	—	294,987	(144,747)	—	150,240
South Sudan					
SOS Sahel South Sudan start-up	499	1,750	(847)	—	1,402
	499	1,750	(847)	—	1,402
Multinational / UK-led					
Fundraising internship support	3,850	—	(3,405)	—	445
	3,850	—	(3,405)	—	445
Project support					
	39,119	59,529	(83,130)	—	15,518
Total restricted funds	602,737	1,665,118	(1,799,225)	(686)	467,944

Notes to the Accounts 31 March 2013

16 Unrestricted funds

	Balance at 1 April 2012 £	Incoming resources £	Outgoing resources £	Transfers £	Balance at 31 March 2013 £
General funds	13,367	158,922	(50,063)	(39,314)	82,912
Designated funds					
Contingency fund	40,000	—	—	—	40,000
EU contingency fund	20,000	—	—	40,000	60,000
	60,000	—	—	40,000	100,000
Total unrestricted funds	73,367	158,922	(50,063)	686	182,912

Designated funds represent funds set aside by the Board of Directors out of unrestricted general funds as follows:

- The contingency fund represents reserves intended to cover SOS Sahel International UK's working capital requirements and to meet any temporary shortfall in funds.
- The EU contingency fund represents reserves intended to cover foreign exchange losses and other potential unanticipated costs arising from funding under the contractual requirements of the European Commission.

17 Analysis of net assets between funds

	General funds £	Designated funds £	Restricted funds £	Total £
Investment account	—	—	328,304	328,304
Cash	114,008	100,000	305,014	519,022
Current assets	21,601	—	188,782	210,383
Current liabilities	(52,697)	—	(354,156)	(406,853)
	82,912	100,000	467,944	650,856

18 Leasing commitments

Operating leases

SOS Sahel International UK leases its office premises at The Old Music Hall, 106-108 Cowley Road, Oxford. Under the terms of the lease, SOS Sahel International UK has an annual rental commitment of £4,011 (2012 – £3,876) inclusive of service charges and rates, with a break clause of two months' notice. The lease expires within one year.

19 Capital commitments

At 31 March 2013 there were no outstanding commitments for capital expenditure (2012 – none).

Notes to the Accounts 31 March 2013

20 Grants from the Department for International Development

	Balance at 1 April 2012 £	Income £	Expenditure £	Balance at 31 March 2013 £
Environmental rehabilitation in Southern Ethiopia (GPAF-IMP-040)	—	203,061	(120,119)	82,942
	—	203,061	(120,119)	82,942

21 Grants from Oxfam Novib

	Balance at 1 April 2012 £	Income £	Expenditure £	Balance at 31 March 2013 £
South Kordofan Phase II (SUD-506126-0009167)	83,582	—	(28,127)	55,455
Livelihoods S & N Kordofan (A-02624-02-506126)	—	123,608	(64,289)	59,319
	83,582	123,608	(92,416)	114,774