



**Annual Report and Accounts**

For the year ended 31 March 2010

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

Charity Registration Number 296311

SOS Sahel International UK is a member of the Sahel Alliance

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## Legal and administrative information

<b>Honorary President</b>	Lady Bingham of Cornhill
<b>Chair of the Board of Directors</b>	Roger Blake
<b>Current Members of the Board of Directors (at the date of approval of the report)</b>	Jake Bharier Margie Buchanan-Smith Adam Cooke Amanda Khozi Mukwashi Sara Pantuliano Karen Twining Fooks
<b>Previous Members of the Board of Directors (who served during the year to 31 March 2010)</b>	Michael Cronk (resigned 24 August 2009) Chris Evans (resigned 24 August 2009) Alastair Hazell (resigned 5 August 2010) Bill Howard (resigned 24 August 2009) Sarah Hughes (resigned 6 October 2009) Ian Leggett (resigned 24 August 2009) Kevin O'Sullivan (resigned 24 August 2009) Peter De Roos (resigned 24 August 2009)
<b>Principal office and registered office</b>	The Old Music Hall 106-108 Cowley Road Oxford OX4 1JE
<b>Company Secretary</b>	Jake Bharier
<b>Sudan Country Director</b>	Salih H Abdel Majid Eldouma
<b>UK Representative</b>	Lucy Polson
<b>Company registration number</b>	2100867 (England and Wales)
<b>Charity registration number</b>	296311
<b>Auditors</b>	Critchleys LLP Greyfriars Court Paradise Square Oxford OX1 1BE
<b>Bankers</b>	Royal Bank of Scotland PO Box 12264 1 Princes Street London EC2R 8PB

## Board of Directors' report for the year ended 31 March 2010

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 2010.

### STRUCTURE, GOVERNANCE AND MANAGEMENT

#### The Board of Directors

All members of 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 1993 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. Existing procedures have been reviewed and updated on induction and training for 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	Nicholas Hall	Mahmoud Saleh Osman Salih
Steve Bristow	Rupert Hughes	Dr Hassan El Tayeb Salih
Andrew Carpenter	David Kennard	Dr Gill Shepherd
Laurence Cockcroft	Sir Christopher Lever (resigned 21 May 2010)	Patricia Silkin
David Campbell	John Makin	Valerie Singleton
Dr Nigel Cross	Andrew Mitchell MP (resigned 28 July 2010)	James Steel
John Edwards	Caroline Montagu (resigned 21 May 2010)	Sir Alec Stirling
Dr Muna El Mahi	Mary Myers	Baroness Janet Whitaker
Kate Ewart-Biggs	Mary Nugent	Paul Wilson
Simon Gillett	Anthony O'Sullivan	Patrick Wintour
Alan Gouly	Osama Mahmoud Salih	Francis Witts

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, which primarily relate to supporting the Sudan programme.

## 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.'

### Mission

SOS Sahel UK exists to find meaningful solutions to the poverty experienced by millions of people across the semi-arid lands of the African Sahel. We believe that this poverty has its roots in the historical neglect of dryland areas, and particularly in discrimination against pastoralists and nomadic groups. These challenges are deep-seated and call for significant change in the priorities and actions of both state and civil society.

### Goals

Two broad goals guide SOS Sahel UK's development: to operate as an effective centre of excellence on the Sahel, working specifically on pastoralism, that is recognised for innovative and cutting-edge practice; and to be at the forefront of delivering rights-based approaches that bring about sustainable natural resource management in dryland areas via direct work in Sudan.

The organisation's strategic objectives are:

- To help dryland groups in the Sahel challenge marginalisation and secure their rights;
- To build greater understanding among policy-makers, donors, the development community and the UK public about pastoralism in the Sahel;
- To strengthen the quality of development practice in the Sahel.

### Activities

SOS Sahel UK uses a three-pronged approach to address issues of poverty and marginalisation in the Sahel:

- Building from the bottom up by supporting people to secure and advocate their rights, which includes running projects directly ourselves through our Sudan programme, and working with partner organisations and individuals;
- Influencing from the top down by providing information to those with the power to supply rights, through research and advocacy projects;
- Maintaining a specific interest in building better development practice, both by ourselves and within civil society, to support the above two approaches.

All of SOS Sahel UK's work is driven by the views and priorities of long-term partners and contacts in Africa. SOS Sahel UK carries out its activities through projects implemented directly by itself and overseas offices in Sudan, as well as with partners, institutions and individuals in other countries in the Sahel. Grants to partners are made on the basis of the development of projects which fit with the above objectives. Current and planned activities supporting the above objectives are described in detail on pages 6 – 25.

## OBJECTIVES AND ACTIVITIES (continued)

### Public benefit

From 1 April 2008, the Charities Act 2006 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

### Background

SOS Sahel UK has worked in the drylands of Africa for twenty-five years, supporting the efforts of local people to secure their access to natural resources and to manage these effectively. It works with a variety of partners, institutions, alliances, and people in Africa and elsewhere.

In the past, SOS Sahel UK ran country programmes in Mali, Niger, Sudan, Ethiopia, and Kenya, thus spanning the drylands of East and West Africa, and enabling the organisation to work on the development challenges faced by the drylands as a whole. Much of our work over the last decade has centred on transforming this UK-based organisation into a network of independent, African-led NGOs – the Sahel Alliance. The last remaining UK-managed country programme is Sudan, owing to the major challenges involved in setting up a new national NGO in Sudan. A new Sudanese NGO – SOS Sahel Sudan – was registered in January 2010, and will, over the years to come, take over SOS Sahel UK's work in Sudan as the newest member of the Sahel Alliance; the transformation of our country programmes will then be complete.



The drylands of the African Sahel continue to be some of the poorest and least developed parts of the world, lagging behind the rest of the world both in terms of economic development and in terms of the freedoms and capabilities of dryland dwellers. Environmental challenges, particularly drought, have combined with conflict, debt, corruption, and other institutional challenges to impede development in the Sahel.

ACHIEVEMENTS AND PERFORMANCE (continued)

Background (continued)

These different challenges have been brought to public attention during the year. In the Western Sahel, Niger, the least developed country in the world according to the UNDP's 2009 Human Development Index, has suffered both political instability (including a military coup in February 2010) and significant food shortages. In the Eastern Sahel, Sudan has made progress towards the implementation of its 2005 Comprehensive Peace Agreement, by holding a relatively peaceful election, but whether this process will ultimately lead to peace or to a resumption of civil war is uncertain. Reviewing global progress towards the Millennium Development Goals in September 2010, the United Nations General Assembly noted its "deep concern" that progress to date "falls far short of what is needed." This is certainly the case for the countries of the African Sahel.

Nonetheless, contemporary understanding of people's livelihoods in the Sahel continues to move away from the doomsday scenarios of the 1970s and 1980s. The famines of 1968-73 and 1984-85, which helped to bring the Sahel to the attention of the world (and which led to the formation of SOS Sahel), are now better understood as linked to slow, decades-long fluctuations in sea surface temperatures, rather than being the result of deforestation and overgrazing in 'overpopulated' countries. While changes in land use can influence climate, what were once seen as irreversible processes of land degradation and desertification have, in parts of the Sahel, gone into reverse. Satellite images show 're-greening', as vegetation has recovered, even in parts of the Sahel where population densities are much higher than they were 30 years ago.

The potential for farming and herding in marginal dryland areas has also been re-assessed: in unpredictable environments like this, the strategies adopted by farmers and pastoralists to make the best use of scarce resources are radically different from those in rich, temperate parts of the world. For example, mobility of livestock, opportunistic and diverse crop planting, and reliance on detailed local knowledge (as opposed to generalised models of best practice) all play a part in sustaining livelihoods in the Sahel. Our work with farmers and herders aims to support their efforts in applying strategies like these, so that they become less marginalised and vulnerable.



Women of Damba Village, South Kordofan, who were involved in SOS Sahel's Sand Dam project.  
© Lucy Polson/  
SOS Sahel UK

ACHIEVEMENTS AND PERFORMANCE (continued)

Achievements in brief

During 2009-10, SOS Sahel UK has:

- Registered a new, national NGO in Khartoum ("SOS Sahel Sudan"), recruited a Sudanese board of trustees who will govern it, and planned the transfer of our Sudan programme from SOS Sahel UK to this new organisation over the years to come, in line with our commitment to African-led development.
- Expanded our Sudan peace-building and environmental activities into the war-torn area of Abyei, in South Kordofan. We are working with pastoralists and farmers to strengthen their livelihoods and to reduce conflict over access to water.
- Designed and constructed new water sources across the dryland areas of Sudan, including irrigation terraces, excavated reservoirs (*hafirs*), boreholes, and sand dams, bringing improved water supplies to thousands of people.
- Gathered our experiences of working with nomadic pastoralists in Kenya, Sudan, Ethiopia, and Mali, together with research from Nigeria, Chad, Somalia, and other African countries, into a well-received cutting-edge book, entitled *Modern and mobile: the future of livestock production in Africa's drylands*.
- Raised funds and recruited new individual donors through a successful appeal on BBC Radio 4 (read by Valerie Singleton) and through our fundraising efforts at the Hay Festival and other events – producing a small financial surplus for the year.



Warshel Village Water Reservoir, brimming with rainwater after it was re-designed by SOS Sahel

Hear about Ahmed & Khadija Ibrahim from Warshel, Sudan

**Support SOS Sahel UK!**  
Listen to our BBC Radio 4 Appeal

ACHIEVEMENTS AND PERFORMANCE (continued)

Review of achievements against objectives for 2009-10

Objective 1. To help dryland groups in the Sahel challenge marginalisation and secure their rights
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1.1 Capacity-building of the SOS Sahel UK programme in Sudan

Our aim last year:

A Sudan programme with sufficient capacity to secure funding for its work, implement its work effectively and transparently, and monitor and evaluate its work; that has strong management systems and staff; that is capable of delivering international-standard work; and that will be sustainable for the years to come.

Our achievements to date:

The Sudan programme of SOS Sahel UK has continued to grow: expenditure in Sudan this year was £594k, compared to £575k last year, and we have expanded our work on peace-building and natural resource management into the war-torn region of Abyei, in South Kordofan. We have delivered more work whilst remaining financially stable; we have recruited new permanent staff (including a water engineer, specifically to work on water projects); and with the exception of staff contracted to specific projects, our staff turnover in Sudan during the year was nil. Progress in Sudan continues to be driven by our skilled and committed Sudanese staff, under the leadership of the Sudan Country Director, Salih H Abdel Majid Eldouma.

The expulsion of thirteen major international NGOs from Sudan in March 2009 resulted in increased demand on those that remained: for SOS Sahel UK, the situation was particularly acute in Eastern Sudan, owing to the expulsions of the International Rescue Committee (IRC-UK) and Oxfam GB, who had been active in this area. Our response was to take over IRC-UK's role as the lead agency in the Eastern Sudan Recovery and Rehabilitation Programme (a major EC-funded programme), and to secure funding to continue Oxfam GB's work in the poor rural areas around Port Sudan. Meanwhile, we secured additional funding for our work with pastoralists and farmers in Kordofan from the UN Environment Programme, and were able to expand our work on appropriate water technologies through new projects to construct sand dams and *hafirs* (excavated reservoirs.)

Recognising the additional capacity needed to manage this workload, the UK Finance Manager was seconded to Khartoum in November 2009 on a long-term basis. We have upgraded our accounting system to QuickBooks, and have adopted new Sudan-wide policies covering all financial and personnel procedures. This has improved the monitoring and reporting of our activities, and our level of accountability to donors and other stakeholders.

As part of our long-term commitment to African-led development, as discussed on page 6, we registered a new Sudanese organisation – SOS Sahel Sudan – in January 2010, with the intention that this will develop alongside the UK organisation and ultimately take over its work in Sudan. SOS Sahel Sudan is governed by a written constitution and a newly-recruited board of trustees, drawn from academic and development backgrounds and led by Dr Omer Egemi, a leading expert on natural resource management in Sudan. SOS Sahel Sudan became fully active after the year end, in July 2010.

ACHIEVEMENTS AND PERFORMANCE (continued)

1.2 Outcomes of our development work in Sudan

Our aim last year:

Specific project work in Sudan that meets key development needs in dryland areas – that strengthens civil society and community-based organisations, improves natural resource management, and reduces conflict.

Our achievements to date:

As in previous years, our work in Sudan is based in two regions: Kordofan, managed from our offices in El Obeid, Kadugli, and Muglad, and Eastern Sudan, managed from our office in Port Sudan. In contrast to higher profile regions such as Darfur and South Sudan, both Eastern Sudan and Kordofan continue to be relatively neglected by the international development community, though their needs are just as great. In both regions, our work is designed to strengthen civil society, to improve natural resource management, and to reduce the risk of conflict.



Our work in Kordofan

Kordofan lies in central Sudan, bordered by Darfur to the west and by South Sudan to the south. It has experienced spillover of conflict from both of these war zones in recent years – for example, increased use of arms in local conflicts, and increased presence of refugees. Population growth, combined with war-displaced refugees, and unpredictable rainfall patterns, has placed increasing pressure on scarce natural resources.

ACHIEVEMENTS AND PERFORMANCE (continued)

1.2 Outcomes of our development work in Sudan (continued)

Conflict risk is particularly high in two areas of South Kordofan: the Nuba Mountains and the area around Abyei. These are two of the 'three areas' – the other being Blue Nile State – which are recognised as pivotal to the success of Sudan's 2005 Comprehensive Peace Agreement (CPA), as they are the source of many disputes and uncertainties. Abyei, for example, is traditionally the home of the Dinka Ngok, who are allied to South Sudan, but also hosts migratory Misseriyya pastoralists whose allegiance is to North Sudan. A referendum on the secession of South Sudan is planned for January 2011. What will happen to the Abyei area in the event of South Sudan separating from North Sudan is not yet clear; meanwhile, disputed ownership of Abyei's abundant oil reserves provides further grounds for conflict.

The main aim of our work in Kordofan is to support the CPA and to reduce the risk of outbreaks of violent conflict in these areas, with a particular focus on local-level conflict ignited by environmental factors. As seen around Abyei and elsewhere across Kordofan, disputes between pastoralists and farmers over access to water and access to land are key drivers of local violence. Our work has continued to focus on 'livestock corridors' that run through Kordofan; pastoralists use these corridors to move their herds, following the seasonal rains.

The UK and other donor countries have set up a 'pooled' fund for Sudan called the Common Humanitarian Fund (CHF); this had a specialist environmental component administered by the United Nations Environment Programme (UNEP) and SOS Sahel UK was awarded funding from this for our work along livestock corridors in Kordofan during the year. Poor rainfall in parts of North Kordofan led to pastoralists moving south with their cattle relatively early in the dry season, while farmers were still harvesting their crops. This led to increased tension during December 2009 and January 2010 along the central corridors in the Nuba Mountains. Encroachment of animals onto farmland, and consequent crop damage, can lead to retaliatory burning of pasture and cutting of trees by farmers, and hence escalation into conflict. However, local peace committees, trained and supported by SOS Sahel UK, were able to monitor the situation and have not reported any incidents of violent conflict along the central corridors where we work.



Left: Mohammed Elobeid of the Youth Committee, and Batoul Nemir Aid, of the Women's Committee in Abu Safifa, South Kordofan, June 2010. © Lucy Polson/SOS Sahel UK

ACHIEVEMENTS AND PERFORMANCE (continued)

1.2 Outcomes of our development work in Sudan (continued)

We have also established an Environmental Forum for South Kordofan, designed to bring together those organisations concerned with sustainable environmental management and reducing conflict in this region. Meetings were attended by representatives of farmers and pastoralists and their unions, by tribal elders, by local NGOs, and by government representatives from the Ministry of Agriculture (the Range and Pasture Administration), the State Water Corporation, and the National Forestry Corporation. By assisting these parties to work together and coordinate their efforts, we have helped to strengthen the management of natural resources on a regional scale.

Access to water continues to be the biggest issue facing farmers and pastoralists in Kordofan. After the rains end in September and October, water becomes scarce, but pastoralists' cattle still need to be watered every day and farmers' crops still need irrigating – and everyone still needs water to drink. War, displacement, and neglect, have led to many water sources becoming damaged or dilapidated: around 40% of the handpumps in South Kordofan are not functioning, for example. The most appropriate water technologies in this region are the simplest: low-maintenance, 'low-technology' means of storing water, such as *hafirs* (excavated reservoirs) and water tanks.

A little-used but promising approach is the use of sand dams in river beds, particularly in the steep terrain of the Nuba Mountains. Small dams trap sand in river beds; as the river dries out in the dry season, water is retained in the spaces between the sand grains rather than being lost downstream, and can be accessed by scooping a pit into the sand. Building many small dams along a single riverbed can trap a large volume of water, which is 'filtered' by the sand and which does not attract malarial mosquitoes since it is not open to the air. We have successfully built four sand dams along the Marui River, close to Kadugli, during the year. The labour and much of the material for the dams were provided free of charge by the local community: a group of returnee Nuba farmers.



Sand Dam constructed by local apprentices (trained by SOS Sahel) on the Marui River, Damba Village, South Kordofan, June 2010.

© Lucy Polson/SOS Sahel UK

ACHIEVEMENTS AND PERFORMANCE (continued)

1.2 Outcomes of our development work in Sudan (continued)

We have also excavated new *hafirs* and rehabilitated old *hafirs* at several sites across South Kordofan. Over time, *hafirs* tend to fill with sediment and therefore lose their capacity to store water; by re-excavating them during the dry season, this problem can be solved. We have also developed methods to improve water quality in *hafirs*: for example, by installing barbed wire fencing and concrete drinking troughs, herds of animals can be watered separately, without contaminating the *hafir*. We have also constructed filtered outlet wells so that cleaner water can be extracted for domestic use.

Fire was also identified as a major environmental issue in our community consultations in South Kordofan. This includes wildfires (from lightning strikes, for example), accidental fires from cigarette ends, and deliberately started fires. The latter are related to conflicts over land: both pastoralists and farmers make use of controlled burning to improve land fertility, but where there are disputes over access to water, for example, this can easily escalate into retaliatory burning of pasture and forest, as noted earlier. In response to community requests, we have opened fire breaks in vulnerable parts of South Kordofan to reduce the risk of fires spreading, and we are working with communities and local authorities to improve their monitoring and management of fire outbreaks.



SOS Sahel rehabilitated this large (30,000 cubic metre capacity) government-built *hafir* at Kolandy Village, South Kordofan.  
© Lucy Polson/SOS Sahel UK

Our work in the Abyei region began early in the year with the opening of a new SOS Sahel UK office in Muglad. We performed a detailed baseline survey of this region, focussing on the central livestock corridor that links wet season grazing areas in the north, around Babanusa and El Fula, to dry season grazing areas close to Abyei in the south. As noted earlier, Abyei is a key 'conflict flashpoint' on the border between North and South Sudan, with Misseriyya pastoralists in particular at risk of marginalisation, as their seasonal migrations mean they are not classed as 'resident' in Abyei despite their reliance on this land for their livelihoods. As described by a recent review of the situation<sup>1</sup>:

*"Misseriyya society appears to be highly fragmented and people are uncertain about their future. There is an overwhelming feeling of helplessness across most sectors of society, and a widespread perception that only a return to armed confrontation will improve their lot. A common refrain is: 'without the gun, we will not be taken seriously.' Signs of insecurity and instability are apparent across the region. If the Misseriyya predicament is not seriously and energetically addressed, the possibility of another 'Darfur-like' descent into violence cannot be discounted."*

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<sup>1</sup> Pantuliano, S., et al., March 2009, Put out to pasture: war, oil, and the decline of Misseriyya pastoralism in Sudan, Humanitarian Policy Group, Overseas Development Institute, UK.

## ACHIEVEMENTS AND PERFORMANCE (continued)

### 1.2 Outcomes of our development work in Sudan (continued)

With support from the American organisation Humanity United, we are implementing a programme to reduce conflict and to strengthen the management of natural resources in this area. Our activities during the year included holding stakeholder workshops on natural resource management and conflict (attended by local government, tribal leaders, local NGOs and community organisations, and others), and helping to set up and register organisations for women and youths (who are excluded from traditional decision-making mechanisms, yet who play important roles in conflict – it is common for women to encourage young men to fight.) Bringing people together in this way enables open discussion on conflict issues, and helps to reduce the suspicions and prejudices that fuel conflict.

We have also begun rehabilitating water sources in the northern part of the area – host to Misseriyya cattle during the rainy season. We are constructing a new *hafir* at Neimatein, 35km south of Muglad, and have begun rehabilitating an old borehole at Ummelgora, 98km south of Muglad. Once complete, these water sources will benefit thousands of people and will enable the Misseriyya to delay their southward migration until later in the seasonal cycle, reducing the risk of conflicts with farmers over water and crop damage.



A Misseriyya pastoralist family arriving with their herd in South Kordofan.

© Sue Cavanna

There are significant challenges in working in the Abyei area. For example, there has been a build-up of soldiers, militia, and armed bandits in the area. Our vehicles are frequently stopped by groups of armed young men, although on occasion they have been allowed to pass undisturbed upon being told that they belong to “Sahel” – our name has become recognised as an organisation that is working for peace and to support livelihoods in this area. The roads are also very bad, and access is only possible through long ‘off-road’ journeys. This is hard on our two 4x4 vehicles, one of which is ten years old, and generates costs in the form of bills for spares and maintenance. However, we intend to continue this programme for as long as our funds, and the security situation, permit.

ACHIEVEMENTS AND PERFORMANCE (continued)

1.2 Outcomes of our development work in Sudan (continued)

Our work in Eastern Sudan

The Beja, an ethnic group in Red Sea State, Eastern Sudan, are geographically and economically marginalised. Water supplies in the Red Sea Hills are scarce, and food supplies insecure; there is also a lack of availability of education, training, and infrastructure in this remote and arid part of Sudan. Their isolation, combined with years of drought and low-level conflict, has left the Beja severely underdeveloped according to key indicators (such as maternal mortality), and with weakened community structures.

A small group of international organisations, including SOS Sahel, ACORD, Oxfam GB, and the International Rescue Committee (IRC-UK), had previously worked in this area. In March 2009, the Government of Sudan expelled Oxfam GB and IRC-UK from Sudan, leaving their beneficiary communities in Red Sea State unsupported and the risking the loss of the progress they had made. Following requests from these communities, we arranged to expand our activities in Red Sea State from our programme in Khor Arba'at (where we have worked successfully for many years) to more remote rural communities in the area. SOS Sahel was subsequently appointed by the UNDP as the lead agency for the Red Sea State Recovery and Rehabilitation Programme (RRP), and was able to secure funding to continue Oxfam GB's work. In this way, our Eastern Sudan programme was able to expand and fill some of the 'gap' left by the expulsions.

The expanded RRP programme activities benefitted 92,000 people, 52% of whom were women. This large programme was rooted in ideas of community development – in particular, the use of village and area development committees (VDCs and ADCs) which are democratic, representative bodies that enable communities to manage and run their own livelihood-based projects, with technical assistance from NGOs and local government. It also delivered improvements in basic services, particularly water supplies (through farm irrigation, terraces, wells, *hafirs*, and training in water conservation and sanitation), plus primary health and education, with a particular focus on women and girls. Integrating service improvements and community development in this way increases the likelihood of sustainable gains from the work.



Irrigation support at a small farm in Adabai Village, Red Sea Hills, June 2010. © Lucy Polson/SOS Sahel UK

ACHIEVEMENTS AND PERFORMANCE (continued)

1.2 Outcomes of our development work in Sudan (continued)

Our work in the more remote parts of rural Red Sea State led to direct engagement with the chronic poverty and food insecurity in this region. According to the UNDP, 92% of the population lives beneath the dollar-a-day poverty line; the under-five mortality rate is 126 per 1,000, and 32.4% of children are underweight – such that they will grow up stunted and small. The average (mean) time for a return trip to fetch drinking water is 85 minutes. The urgent needs of this area are, therefore, closure of the annual 'food gap', and the development of additional water sources. Chronic food insecurity tends to undermine people's engagement with longer-term development and capacity-building activities: they are preoccupied with the essentials of survival from year to year.

Therefore, SOS Sahel UK set up a programme to work on two fronts: to provide immediate food supplies, and to produce longer-term improvements in water supplies and community development. This was done via a 'food for work' programme, using food commodities supplied by the UN World Food Programme. As a method of relieving hunger, 'food for work' has a chequered history – for example, during British colonial rule in India, millions died during the 1899-1900 famine owing to 'food for work' programmes which combined insufficient rations and excessive work. However, the contemporary situation in Sudan is quite different. The problem here is dependence on unconditional food relief – the World Food Programme alone feeds around six million people in Sudan, and in Red Sea State, indigenous food production has never fully recovered from the 1984-5 famine, such that dependence on unconditional food relief is now a chronic, decades-old problem. In this context, 'food for work' is a step forward, since the work component can produce infrastructure which lessens future dependence.

Beginning in September 2009, the 'food for work' programme delivered food supplies to 7,000 people in rural Red Sea State and resulted in the excavation of ten *hafirs*, the construction of irrigation terraces, and the clearance of 36,000 invasive mesquite trees from 84 hectares of agricultural land. This served to close the 'food gap' and to lessen dependence on future food relief: the *hafirs* in particular will ease local access to water from the 2010 wet season onwards.



Beja communities in the Red Sea Hills dig their own *hafirs* using food-for-work, June 2010.  
© Lucy Polson/SOS Sahel UK

ACHIEVEMENTS AND PERFORMANCE (continued)

1.2 Outcomes of our development work in Sudan (continued)

We also provided targeted assistance to poor farmers in rural Red Sea State. Commonly, the limiting factor on production is access to water, so this work included rehabilitation of existing wells and training on methods of drip irrigation. With better access to water, and more efficient use of it, larger areas of land can be cultivated. Other 'bottlenecks' in agricultural production include loss of crops to animals (goats, and camels), which we have helped to solve by provision of fencing and barbed wire, and the hours of work required to hand-grind sorghum, the staple crop of the region. This burden falls on the women. We have provided diesel-powered grain mills to four of the more remote villages in rural Port Sudan. Some of the men have complained that machine-ground sorghum does not taste as good, but the reaction from the women has been very positive as they can feed more people and yet spend less time and energy on food preparation.

This work needs to be continued and expanded: even as it was starting up, we received requests from villages in neighbouring parts of Red Sea State to include them in our programme. Once the existing funding has been spent, and the evaluation process is finished, we aim to raise funds for a wider programme, to reach more people in Red Sea State, while continuing to support and rebuild people's livelihoods, so that they become more self-reliant and less dependent on food aid.



Mariam Sultan of Kamoieb Village in the Arba'at Delta who received support with her home garden, June 2010.

© Lucy Polson/SOS Sahel UK

1.3 Restructuring and continuation of our work in Kenya

Our aim last year:

Programme work on scenario planning and education for nomads in Kenya successfully transferred to IIED.

Our achievements to date:

The programme work on scenario planning and education for nomads in the drylands of Kenya was successfully transferred to IIED from 1 October 2009. We maintain a close relationship with IIED and with our partners in Kenya. For example, we have arranged several exchange visits for our Sudan staff to dryland Kenya, to study local management of water sources, the work of Kenyan NGOs, and Kenyan pastoralists' livelihoods.

ACHIEVEMENTS AND PERFORMANCE (continued)

Objective 2. To build greater understanding among policymakers, donors, the development community, and the UK public about pastoralism in the Sahel

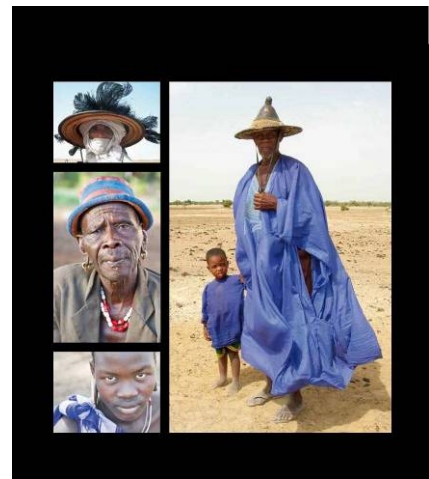
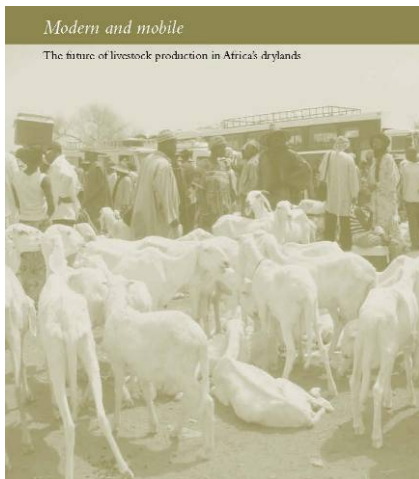
2.1 Dissemination of learning from Sudan

Our aim last year:

Disseminate learning from our Sudan programme, including analysis of pastoralists and other marginalised groups.

Our achievements to date:

In 2009, SOS Sahel UK collaborated with IIED to publish a book entitled 'Modern and mobile: the future of livestock production in Africa's drylands', which promotes livestock mobility as a modern approach to poverty alleviation and accelerated development in the Sahel. Myths persist about nomadic pastoralism being unsophisticated and 'backward', even though pastoralists today are integrated with the wider world and meet much of the demand for meat and dairy products in Africa. Using case studies and learning from our earlier programme 'Securing Pastoralism in East and West Africa', the book supports new policies and innovative practices relating to pastoral mobility for production, trade, and survival in dryland Africa. It was published in English and French, and 3,500 copies were distributed to governments, MPs, NGOs, and the media, in Senegal, Mali, Burkina Faso, Niger, Chad, Sudan, Ethiopia, Somaliland, Kenya, Uganda and Tanzania, as well as in Europe and the USA.



In Sudan, in January 2010, SOS Sahel UK also published a participatory 'Assessment of resource-based conflict flashpoints along the Babanusa-Muglad-Abyei livestock corridor' in South Kordofan, which presented findings from data collection and field analysis of natural resources, livelihoods strategies and resource-based conflict flashpoints. Key findings included the need to support Misseriyya pastoralists to adapt to their changing circumstances, brought about largely because of an expansion of oil exploration into grazing areas and impending political decisions on the future of the Abyei region. The findings were used to inform our ongoing programme in South Kordofan, and provided relevant baseline data and indicators for interventions by other agencies in this area.

## ACHIEVEMENTS AND PERFORMANCE (continued)

### 2.2 Publications from our Kenya programmes

Our aim last year:

Publications from our scenario planning and education for nomads programmes.

Our achievements to date:

In July 2009, we published a booklet entitled 'Planning with Uncertainty: Using Scenario Planning with African Pastoralists' that illustrated how the idea of scenario planning can be used to help pastoralists manage uncertainty and change. It was written with community development workers in mind, drawing on our work with Boran and Somali pastoralist communities in Kenya, and with WoDaaBe pastoralists in Niger. This was followed by a second scenario planning publication at the end of 2009, published by IIED, which served as a 'How To' guide for field workers using this approach to elicit pastoralists' opinions about policies that impact on their lives and livelihoods.

In October 2009, based on SOS Sahel UK's consultations with five Kenyan nomadic communities in Turkana, Wajir, Kajiado, Marsabit and Isiolo, the education for nomads programme (as part of IIED) published 'Mobile Pastoralists and Education: Strategic Options', a review which argues for a more responsive strategy for education for nomads. It showed that successful policy is possible, and that progress is being made – but only when conceptual and practical aspects of educational provision for nomads are considered together. The initiatives presented provide useful insights for a new system of education for nomads in Kenya which is under development by the Kenyan Government.

### 2.3 Impact on UK stakeholders, including the UK public

Our aim last year:

Improved communications and awareness-raising of relevant African dryland development issues in the UK.

Our achievements to date:

The Sahel region of Africa is little-known amongst the general public, aside from its humanitarian and environmental emergencies. This is a challenge to organisations such as SOS Sahel UK which are engaged in long-term development. In order to raise public awareness of the need and efficacy of continuing development interventions, SOS Sahel UK launched its new website in April 2009, simultaneously with a BBC Radio 4 Appeal. The website provides accessible information about the challenges facing dryland communities, the specific areas we work in, and our programme activities. It received 16,000 hits in its first two weeks. The BBC Radio 4 appeal broadcast a topical message of peace-building through water supply improvements in Kordofan, Sudan, read by Valerie Singleton, of Blue Peter fame. The appeal attracted 100 new supporters to SOS Sahel UK and raised over £17,000.

“Such quiet, effective work rarely gets a headline, which is why it needs your support. Just £15 could train a water committee like this one in another village in Sudan, building a foundation for lasting peace.”

Valerie Singleton, BBC Radio 4 Appeal for SOS Sahel UK, 5 April 2009.

## Board of Directors' report for the year ended 31 March 2010

Following the appeal, the BBC invited SOS Sahel UK to be one of three charities interviewed for their 'Archive on Four: Please Give Generously' programme, in which Fergal Keane examined the history of charity appeals and the relationship between charity organisations and the media. The hour-long programme, which aired in February 2010, enabled us to remind listeners of the importance and impact of supporting long-term development in Africa.

### ACHIEVEMENTS AND PERFORMANCE (continued)

#### 2.3 Impact on UK stakeholders, including the UK public (continued)

Throughout the year, SOS Sahel UK continued to publish newsletters, an annual review and other information for journalists, researchers, supporters, and the UK public. In May 2009, our Honorary President Lady Elizabeth Bingham arranged for our work to be profiled at the Hay Literary Festival in Wales, at which the playwright and author Alan Bennett kindly recommended our work to the audience after his talk.

### Objective 3. To strengthen the quality of development practice in the Sahel

#### 3.1 Improved monitoring and evaluation of our work

Our aim last year:

In Sudan, improved monitoring and evaluation of our work, and use of feedback and learning to inform future work.

Our achievements to date:

We have arranged external evaluations in both of our programme areas during the year, to enable us to improve the quality of our development work. The Red Sea Recovery and Rehabilitation Programme (RRP) was evaluated by a consulting firm, EDGE for Consultancy and Research, and the programme in South Kordofan was evaluated by Dr Abdelmagid Yahya, an expert in economic geography and development from Dilling University in Sudan.

The February 2010 evaluation of the RRP activities noted that the work was "highly relevant" and that there had been "progress towards enhanced linkages between local government administrations and village/area development committees in development and implementation of community projects." Furthermore, "what is remarkable about the community involvement is the active participation of women ... this is an excellent outcome of good work on women's empowerment and awareness."



Zeinab Hashim, member of the Dawaaliadit Village Commodity Shop, Red Sea Hills, June 2010.

© Lucy Polson/SOS Sahel UK

ACHIEVEMENTS AND PERFORMANCE (continued)

3.1 Improved monitoring and evaluation of our work (continued)

There were also shortcomings noted in the evaluation, such as the challenges of monitoring the impact of our work in such a remote area, and the need to provide more capacity-building to local government staff, who are lacking in technical capacity. The major weakness noted with the RRP work was its complex management structure. The requirement for NGOs to work in a consortium, with complex management arrangements involving the UNDP and local government, led to inefficiency and slow progress. Furthermore, the involvement of large international NGOs caused problems because of their orientation towards short-term emergency relief, their overreliance on expatriates who required high salaries, their high staff turnover, and their lack of local knowledge. Compare this with SOS Sahel UK's chosen approach – although it is an international NGO, SOS Sahel UK is oriented towards long-term development, and has only one expatriate in Sudan (the UK Finance Manager), who is on a local salary. All other staff are Sudanese, can speak the local language, and understand the local culture.

The March 2010 evaluation of our work in Kordofan noted that SOS Sahel UK had a “well-defined organisational structure” with “clear presence of strategic thinking” and “clear communication channels and responsibilities.” On the negative side, the number of staff was judged to be insufficient and the resulting managerial workload too high; we have remedied this by the recruitment of a Programme Coordinator from 1 April 2010. Concerning activities on the ground around Fayu and Habila, the evaluation noted:

*“SOS Sahel UK's approach is unique, and is appreciated by all stakeholders, indicating its suitability and adaptability to the South Kordofan context ... regular visits of staff to the area have played an intrinsic role in building trust with the community; this has enabled them to be aware of subsistence problems ... the methodology used with the communities, based on frankness, transparency, and realism, is one of the driving forces behind SOS Sahel UK's successful activities. There is a consensus among the people that the initiatives are successful ... some people see that the only shortcoming in the programme is less interest in social services [such as hospitals and schools], but these are not part of SOS Sahel UK's platform.”*

*“The people in the area have emphasised that conflicts over natural resources have decreased during the last two years. The reduction of conflict in the area is highly related to the efforts and programmes of SOS Sahel UK. Conflicts between farmers and herders in the area have been transformed into a better aspect, and friction between resource users (mainly over water sources) has also reduced. Conflict resolution skills have been developed, and mutual respect between farmers and herders is one of the notable features in the area. During the last year, there were no recorded conflicts between resource users in the courts.”*

Finally, the evaluation noted that documentation and write-up of the work was an area of weakness. In response, we are providing ongoing training in documentation skills, and we have purchased a digital camera, GPS equipment, laptops, and internet connections to help with recording and documenting our work.



Shanabla pastoralists in South Kodofan.

© Sue Cavanna

ACHIEVEMENTS AND PERFORMANCE (continued)

3.2 The Sahel Alliance

Our aim last year:

Collaboration with Sahel Alliance members and other organisations working in dryland areas, including harmonisation of work to avoid duplication, and sharing of lessons learned.

Our achievements to date:

We have made grants to our sister organisations in Ethiopia and Mali during the year to support water projects, and we continue to collaborate with the different members of the Sahel Alliance. We have also collaborated with other organisations working in dryland areas of Africa, including the Pastoralist Integrated Support Programme (PISP) and Arid Lands Development Focus (ALDEF) in Kenya, ACORD and the Sudanese Environment Conservation Society (SECS) in Sudan, and Skillshare International and IIED in the UK. We have continued our participation alongside IIED in the Global Water Initiative in West Africa.

3.3 Support to the Ministry for Northern Kenya

Our aim last year:

Uninterrupted continuation of our programme in support of the Ministry for Northern Kenya.

Our achievements to date:

Our support to the Ministry for the Development of Northern Kenya and Other Arid Lands, through the secondment of Izzy Birch as an adviser, was successfully transferred to IIED from 1 October 2009, with the agreement of the Ministry and the relevant donors. This enabled uninterrupted continuation of her support to the Minister for Northern Kenya, Mohamed Elmi MP.

## Board of Directors' report for the year ended 31 March 2010

### FINANCIAL REVIEW

#### Review of results

SOS Sahel International UK had income of £1,014k for the year ended 31 March 2010 (2009: £769k). The organisation's principal funding sources (as detailed in note 1 on page 33-34) included governmental organisations, other grant-making bodies, charitable organisations, and individuals. The increase in income compared to the prior year is a result of expansion of our work in Sudan: we have moved into new geographical areas, such as Abyei, and we have expanded our work in existing areas, particularly in Eastern Sudan.

Meanwhile, total expenditure was £890k for the year ended 31 March 2010 (2009: £1,002k). This decrease is almost entirely due to savings in UK overhead costs: resources expended from unrestricted funds (before transfers) have fallen from £186k in the prior year to £99k in the current year – a reduction of 47%. This, in turn, reflects the cost savings we have gained from halving the UK staff numbers from 6 to 3, renting a smaller UK office, and from seconding the UK Finance Manager to Khartoum.

The costs of generating funds were equivalent to 3.8% of total income. Governance costs were equivalent to 3% of total income. Thus, 93.2% of total income was available for direct spending on charitable activities.

There were net incoming resources of £124,187 (2009: net outgoing resources of £232,889) of which £22,473 represented net incoming resources (after transfers) to unrestricted funds. Unrestricted reserves therefore increased by 21% during the year ended 31 March 2010. This financial strengthening is a result of the organisational restructuring undertaken during the year.

The results for the year are shown in the statement of financial activities on page 29 and the financial position at the end of the year is shown in the balance sheet on page 30.

#### 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 was maintained at £100,000 during the year to comply with this policy.

Restricted funds of £400k represent unspent funds received from donors who have specified certain conditions for their use. These funds are fully covered by matched assets (see note 16). 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 fund for fixed assets represents resources invested in SOS Sahel International UK's fixed assets which are therefore unavailable for other purposes. During the year ended 31 March 2010, funds of £3,597 were transferred out of this fund (2009 – £830 of additional funds designated) to decrease this fund to a nil balance, to reflect the nil net book value of the organisation's fixed assets. The other designated fund represents the contingency fund (£100,000).

## Board of Directors' report for the year ended 31 March 2010

### 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 £28,581 at 31 March 2010 (2009 – £2,511). Total unrestricted funds (general and designated) were £128,581 at 31 March 2010 (2009 – £106,108).

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.

#### 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.

### PLANS FOR FUTURE PERIODS

The three-year business plan prepared in January 2008 was based on the assumption that we would have a UK-based organisation carrying out research and policy projects whilst maintaining a direct programme of fieldwork in Sudan. From 1 October 2009, owing to funding constraints, we moved to a different arrangement whereby much of the UK-led programme work was transferred to the International Institute for Environment and Development (IIED) and the remaining UK staff provided more direct support to the work in Sudan. A smaller Board of Directors was required to manage the streamlined UK office (two permanent staff members supported by a graduate intern) resulting in the resignation of eight Members during the period. A Board of six Directors remains.

The plan is to continue to prioritise direct support to our work in Sudan, particularly during the forthcoming year which will see the planned end of the Comprehensive Peace Agreement's 'interim period', and therefore a series of challenging and contentious activities in Sudan including an election, the referendum on the secession of South Sudan, and popular consultations on the governance of the disputed 'three areas.' Meanwhile, simmering conflicts in Darfur and in Eastern Sudan show little sign of being resolved. Programme work in Sudan will therefore remain our priority, both through direct programmes and through building the capacity of the new organisation, SOS Sahel Sudan, which will initially run small projects under our guidance and will ultimately take over our programme work in Sudan.

In addition, the UK office of SOS Sahel will continue to provide administrative, financial, and other *ad hoc* support to the other members of the Sahel Alliance as required. In particular, the possibilities for joint programme work across several countries in dryland Africa will continue to be explored.

Board of Directors' report for the year ended 31 March 2010

PLANS FOR FUTURE PERIODS (continued)

The following table shows the outcomes and activities that we plan to deliver in 2010-11, based on our three-pronged approach to address issues of poverty and marginalisation in the Sahel.

Outcomes	Activities for 2010-11
<b>Objective 1: To help dryland groups in the Sahel challenge marginalisation and secure their rights</b>	
1.1 Continue to deliver project work in Sudan that meets key development needs in dryland areas – that strengthens civil society and community-based organisations, improves natural resource management, and reduces conflict.	Secure long-term funding if possible for our programme work in Eastern Sudan and in Kordofan. Expand and intensify our work within these areas to include key development needs, such as access to water, land issues, and empowerment of women.
1.2 Continue to build the capacity of the Sudan programme to deliver this work, through investments in staff capabilities and organisational assets.	Train existing staff and recruit new staff so that sufficient human resources are available to deliver the work. Invest in new assets (e.g. vehicles) as required.
1.3 Assist the new organisation SOS Sahel Sudan in its objective of becoming an independent, standalone national NGO.	Provide assistance with board training, finance systems, funding applications, exchange visits, staff training, and organisational infrastructure.
<b>Objective 2: To build greater understanding among policy-makers, donors, the development community and the UK public about pastoralists and other marginalised groups in the Sahel</b>	
2.1 Share programme reports and learning from our Sudan programme, including analysis of pastoralists and other marginalised groups.	Prepare reports and publications from Sudan where appropriate and disseminate via our website. Seek to collaborate with universities and other institutions to link programme work to current research.
2.2 Continue with current UK-based awareness-raising activities on relevant African dryland development issues.	Publish newsletters, and the annual review, and provide other information as needed for journalists, researchers, supporters, and the UK public.
<b>Objective 3: To strengthen the quality of development practice in the Sahel</b>	
3.1 Spread ideas of best practice in NGO governance and development work in the Sahel through training for board members and staff.	Provide training and guidance for the new board of SOS Sahel Sudan on the roles and responsibilities of NGO board members. Provide training for staff on key development issues. Monitor sector developments and incorporate best practice ideas into our programmes.
3.2 Collaborate with Sahel Alliance members and other organisations working in dryland areas, including harmonisation of work to avoid duplication, and sharing of lessons learned.	Promote concepts of African-led development. Maintain links with our former country programmes and other partners. Disseminate results and learning from our work where possible.

## Board of Directors' report for the year ended 31 March 2010

### 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:

*2nd December 2010*

## 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 accounts of SOS Sahel International UK for the year ended 31 March 2010 which comprise the Statement of Financial Activities, the Balance Sheet, the Accounting Policies and the related notes. These accounts have been prepared under the accounting policies set out therein.

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 auditors**

The directors' (who are also the trustees of SOS Sahel International UK for the purposes of charity law) responsibilities for preparing the annual report and accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), and for being satisfied that the accounts give a true and fair view, are set out in the statement of directors' responsibilities.

Our responsibility is to audit the accounts in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the accounts give a true and fair view, have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and have been prepared in accordance with the Companies Act 2006. We also report to you whether in our opinion the information given in the Board of Directors' report is consistent with those accounts.

In addition we report to you, if in our opinion, the charity has not kept adequate accounting records, if the charity's accounts are not in agreement with the accounting records and returns, if we have not received all the information and explanations we require for our audit, or if certain disclosures of trustees' remuneration specified by law are not made.

We read the Board of Directors' report and consider the implications for our report if we become aware of any apparent misstatements within it.

#### **Basis of audit opinion**

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the accounts. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the accounts, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the accounts.

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

**Opinion**

In our opinion:

- the accounts give a true and fair view of the state of the charity's affairs as at 31 March 2010 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the accounts have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- the accounts have been prepared in accordance with the Companies Act 2006; and
- the information given in the Board of Directors' report is consistent with the accounts.



Robert Kirtland, Senior Statutory Auditor  
for and on behalf of Critchleys LLP  
Statutory Auditor  
Oxford

8/12/2010

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

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2010 £	Total funds 2009 £
<b>Incoming resources</b>					
Incoming resources from generated funds					
Voluntary income	1	117,118	870,147	987,265	682,265
Investment income		3,520	—	3,520	33,885
		<u>120,638</u>	<u>870,147</u>	<u>990,785</u>	<u>716,150</u>
Incoming resources from charitable activities					
Other incoming resources	2	15,056	—	15,056	13,063
	3	8,478	—	8,478	40,020
<b>Total incoming resources</b>		<u>144,172</u>	<u>870,147</u>	<u>1,014,319</u>	<u>769,233</u>
<b>Resources expended</b>					
Costs of generating funds					
Costs of generating voluntary income	4	38,215	—	38,215	71,636
Charitable activities					
Helping dryland groups in the Sahel challenge marginalisation and secure their rights		13,619	713,802	727,421	711,997
Building greater understanding among policymakers, donors, the development community and the UK public about pastoralism in the Sahel		10,856	53,661	64,517	139,333
Strengthening the quality of development practice in the Sahel		5,921	23,239	29,160	40,323
	5	<u>30,396</u>	<u>790,702</u>	<u>821,098</u>	<u>891,653</u>
Governance costs	7	30,819	—	30,819	38,833
<b>Total resources expended</b>		<u>99,430</u>	<u>790,702</u>	<u>890,132</u>	<u>1,002,122</u>
<b>Net incoming / (outgoing) resources before transfers</b>		44,742	79,445	124,187	(232,889)
<b>Transfers between funds</b>		(22,269)	22,269	—	—
<b>Net incoming / (outgoing) resources after transfers</b>	8	<u>22,473</u>	<u>101,714</u>	<u>124,187</u>	<u>(232,889)</u>
<b>Balances brought forward at 1 April 2009</b>		106,108	298,047	404,155	637,044
<b>Balances carried forward at 31 March 2010</b>		<u>128,581</u>	<u>399,761</u>	<u>528,342</u>	<u>404,155</u>

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

*The notes on pages 33 to 39 form part of these accounts.*

Balance Sheet as at 31 March 2010

	Notes	2010 £	2010 £	2009 £	2009 £
<b>Fixed assets</b>					
Tangible fixed assets	11		—		3,597
<b>Current assets</b>					
Debtors	12	78,387		135,343	
Investment account		321,335		667,936	
Cash at bank and in hand		424,871		119,438	
<b>Total current assets</b>		<b>824,593</b>		<b>922,717</b>	
Creditors: amounts falling due within one year	13	(296,251)		(522,159)	
<b>Net current assets</b>			<b>528,342</b>		<b>400,558</b>
<b>Net assets</b>			<b>528,342</b>		<b>404,155</b>
<b>Represented by:</b>					
<b>Funds and reserves</b>					
Restricted funds	14		<b>399,761</b>		<b>298,047</b>
General fund			28,581		2,511
Designated funds					
Fixed assets		—		3,597	
Contingency fund		100,000		100,000	
<b>Total unrestricted funds</b>	15		<b>100,000</b>		<b>103,597</b>
			<b>128,581</b>		<b>106,108</b>
<b>Total charity funds</b>			<b>528,342</b>		<b>404,155</b>

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



Roger Blake

Approved on: 2nd November 2010

*The notes on pages 33 to 39 form part of these accounts.*

#### 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 the 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.

#### Pension scheme

SOS Sahel International UK makes agreed contributions to individual “money-purchase” pension schemes for certain employees. The contributions payable for the year are expensed as incurred.

## Principal accounting policies 31 March 2010

### 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 2010

### 1 Voluntary income

	Unrestricted funds £	Restricted funds £	Total 2010 £	Total 2009 £
<b>Governmental organisational grants</b>				
Common Humanitarian Fund for Sudan (CHF)	—	125,489	125,489	—
States of Guernsey Overseas Aid Commission	—	17,000	17,000	—
States of Jersey Overseas Aid Commission	—	63,008	63,008	141,410
United Nations Development Programme (UNDP)	—	257,915	257,915	—
World Food Programme	—	—	—	1,260
	—	463,412	463,412	142,670
<b>Other organisational grants</b>				
Both ENDS	—	—	—	3,883
The Christensen Fund	—	32,356	32,356	—
Excellent Development	—	5,000	5,000	—
HG Buffett Foundation	—	20,568	20,568	97,611
Humanity United	—	212,649	212,649	—
IIED	20,000	—	20,000	—
International Rescue Committee (UNDP joint funding)	—	—	—	117,498
Oxfam GB	—	59,950	59,950	25,000
Pact	—	16,047	16,047	—
Other	—	—	—	3,570
	20,000	346,570	366,570	247,562
<b>Donations from trusts, corporates, and other groups</b>				
Abbotswood Properties Ltd	—	—	—	30,000
Anonymous Charitable Trust	10,000	—	10,000	—
The Austin and Hope Pilkington Trust	—	—	—	1,000
The Bower Trust	—	—	—	1,000
Bryan Guinness Charitable Trust	—	8,000	8,000	—
Dingwall Charitable Trust	1,000	1,000	2,000	2,000
The Eleanor Rathbone Charitable Trust	—	1,000	1,000	—
The Ernest Kleinwort Charitable Trust	—	10,000	10,000	10,000
The Fulmer Charitable Trust	—	—	—	1,500
The Funding Network	—	2,967	2,967	—
HCD Memorial Fund	—	—	—	20,000
Lambourn Golf Club WAGS	—	—	—	1,500
Man Group Charitable Trust	—	20,000	20,000	20,000
Paget Charitable Trust	1,000	—	1,000	1,500
Rotary Club of Keighley	—	—	—	3,150
The Rowan Charitable Trust	—	—	—	3,000
The Souter Charitable Trust	—	2,000	2,000	1,000
The Waterloo Foundation	—	—	—	120,000
Other trusts	4,100	1,450	5,550	3,690
Other rotary and community organisations	1,955	1,532	3,485	1,846
Other corporate organisations	148	—	148	314
	18,203	47,949	66,152	221,500

Notes to the Accounts 31 March 2010

1 Voluntary income (continued)

	Unrestricted funds £	Restricted funds £	Total 2010 £	Total 2009 £
<b>Donations from individuals</b>				
A Bennett	2,000	—	2,000	—
M J Canty	1,375	—	1,375	1,250
M and C McLaren	—	—	—	1,000
M Moody-Stuart	—	—	—	1,000
P De Roos	—	—	—	1,528
P Scott	2,500	—	2,500	2,500
W M Sinclair	1,000	400	1,400	4,000
A Smith	3,000	—	3,000	6,000
D M Sprackling	1,200	—	1,200	1,200
K Thirlwall	1,320	—	1,320	1,320
R Usher	100	1,000	1,100	—
W Watson	1,000	—	1,000	—
Other	58,920	10,816	69,736	46,700
	<u>72,415</u>	<u>12,216</u>	<u>84,631</u>	<u>66,498</u>
<b>Legacies</b>				
W Bennetto legacy	5,000	—	5,000	—
J France legacy	1,500	—	1,500	—
J Walley legacy	—	—	—	2,535
J Mitchell Mossop legacy	—	—	—	1,000
Other	—	—	—	500
	<u>6,500</u>	<u>—</u>	<u>6,500</u>	<u>4,035</u>
<b>Total</b>	<b>117,118</b>	<b>870,147</b>	<b>987,265</b>	<b>682,265</b>
<b>2 Incoming resources from charitable activities</b>				
	Unrestricted funds £	Restricted funds £	Total 2010 £	Total 2009 £
Sundry sales	1,245	—	1,245	2,170
Consultancy	13,811	—	13,811	10,893
Total	<u>15,056</u>	<u>—</u>	<u>15,056</u>	<u>13,063</u>
<b>3 Other incoming resources</b>				
	Unrestricted funds £	Restricted funds £	Total 2010 £	Total 2009 £
Foreign currency exchange gains	8,478	—	8,478	40,020
<b>4 Costs of generating funds</b>				
	Unrestricted funds £	Restricted funds £	Total 2010 £	Total 2009 £
Staff costs	25,393	—	25,393	49,436
Office running costs	6,227	—	6,227	9,919
Other costs	6,595	—	6,595	12,281
Total	<u>38,215</u>	<u>—</u>	<u>38,215</u>	<u>71,636</u>

Notes to the Accounts 31 March 2010

5 Charitable activities including grants payable and activities directly undertaken by the charity

By charitable objective

	Grants payable £	Staff costs £	Project activities £	Other costs £	Support costs £	Total 2010 £	Total 2009 £
Helping dryland groups in the Sahel challenge marginalisation and secure their rights	76,203	210,429	245,196	159,584	36,009	727,421	711,997
Building greater understanding among policymakers, donors, the development community and the UK public about pastoralism in the Sahel	10,497	12,359	3,138	9,755	28,768	64,517	139,333
Strengthening the quality of development practice in the Sahel	—	9,550	674	3,562	15,374	29,160	40,323
<b>Total</b>	<b>86,700</b>	<b>232,338</b>	<b>249,008</b>	<b>172,901</b>	<b>80,151</b>	<b>821,098</b>	<b>891,653</b>

By country

	Grants payable £	Staff costs £	Project activities £	Other costs £	Support costs £	Total 2010 £	Total 2009 £
Ethiopia	902	—	—	—	—	902	—
Mali	4,395	—	—	—	—	4,395	37,650
Niger	—	—	—	—	—	—	2,565
Sudan	4,219	197,990	238,101	133,117	20,097	593,524	575,369
UK-led projects	77,184	34,348	10,907	39,784	60,054	222,277	276,069
<b>Total</b>	<b>86,700</b>	<b>232,338</b>	<b>249,008</b>	<b>172,901</b>	<b>80,151</b>	<b>821,098</b>	<b>891,653</b>

6 Support costs

	Unrestricted funds £	Restricted funds £	Total 2010 £	Total 2009 £
Staff costs	21,185	34,676	55,861	95,287
Office running costs	5,195	8,505	13,700	22,897
Other costs	4,016	6,574	10,590	12,854
<b>Total</b>	<b>30,396</b>	<b>49,755</b>	<b>80,151</b>	<b>131,038</b>

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.

7 Governance costs

	Unrestricted funds £	Restricted funds £	Total 2010 £	Total 2009 £
Staff costs	19,016	—	19,016	25,220
Office running costs	4,663	—	4,663	6,060
Other costs	7,140	—	7,140	7,553
<b>Total</b>	<b>30,819</b>	<b>—</b>	<b>30,819</b>	<b>38,833</b>

## Notes to the Accounts 31 March 2010

### 8 Net incoming resources

This is stated after charging:

	Unrestricted funds £	Restricted funds £	Total 2010 £	Total 2009 £
Auditor's remuneration	5,875	—	5,875	5,750
Depreciation	3,597	—	3,597	2,243
Operating lease rentals – land and buildings	11,848	—	11,848	18,744

### 9 Staff costs and Board of Directors members' remuneration

	2010 UK-based £	2010 Overseas £	2009 UK-based £	2009 Overseas £
Wages and salaries	107,572	188,298	189,276	211,364
Social security costs	8,469	23,616	17,741	21,302
Pension contributions	4,653	—	11,332	—
	<b>120,694</b>	<b>211,914</b>	<b>218,349</b>	<b>232,666</b>
<b>Total staff costs</b>		<b>332,608</b>		<b>451,015</b>

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

	2010	2009
UK-based	3	6
Overseas	32	35
	<b>35</b>	<b>41</b>

No employees received a salary of over £60,000 excluding retirement benefits (2009 – none).

SOS Sahel International UK makes agreed contributions to a Friends Provident Life & Pensions Ltd 'money-purchase' pension scheme for certain employees, administered by McMillan Tweedley. The cost represents amounts payable in the year. The scheme assets are separate from the charity.

The employer contribution is 6% to 9% of pensionable earnings, subject to income available. All permanent UK-based employees may participate in this scheme. The amount paid by SOS Sahel International UK by way of contributions in the year amounted to £4,653 (2009 – £11,332). There were £190 (2009 – £913) of outstanding contributions at the end of the year, pending the payment of March contributions in April 2010.

No member of the Board of Directors received any remuneration in respect of their services during the year (2009 – none). No member of the Board of Directors was reimbursed for any expenses during the year (2009 – £50 reimbursed to one director in respect of travel expenses).

### 10 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.

Notes to the Accounts 31 March 2010

11 Tangible fixed assets

	UK leasehold improvements £	UK office equipment £	UK information technology £	Total £
<b>Cost</b>				
At 1 April 2009	3,073	1,938	10,751	15,762
Additions	—	—	—	—
Disposals	(3,073)	(1,938)	(7,649)	(12,660)
At 31 March 2010	—	—	3,102	3,102
<b>Depreciation</b>				
At 1 April 2009	563	1,885	9,717	12,165
Charge for the year	2,510	53	1,034	3,597
Disposals	(3,073)	(1,938)	(7,649)	(12,660)
At 31 March 2010	—	—	3,102	3,102
<b>Net book value</b>				
At 31 March 2010	—	—	—	—
At 31 March 2009	2,510	53	1,034	3,597

The leasehold improvements, office equipment, and information technology in the UK were used for generating funds, support, and governance.

12 Debtors

	2010 £	2009 £
Grants and donations	57,500	124,204
Prepayments	9,318	4,564
Other debtors	11,569	6,575
	<b>78,387</b>	<b>135,343</b>

13 Creditors: amounts falling due in less than one year

	2010 £	2009 £
Social security costs and other taxes	1,072	4,799
Accruals and deferred income	82,198	82,426
Other creditors	212,981	434,934
	<b>296,251</b>	<b>522,159</b>

Notes to the Accounts 31 March 2010

14 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 2009 £	Incoming resources £	Outgoing resources £	Transfers £	Balance at 31 March 2010 £
<b>Sudan</b>					
Desert voices	902	—	(902)	—	—
Hafir rehabilitation project	—	65,280	—	—	65,280
Khor Arba'at women's project	3,150	—	(3,150)	—	—
Reduction of resource-based conflict – South Kordofan	50,728	19,564	(19,263)	—	51,029
Rural recovery programme – Red Sea State	38,855	241,327	(280,182)	—	—
Red Sea Hills microcredit scheme	4,994	—	(4,994)	—	—
Red Sea Hills livelihoods project	—	55,890	(55,909)	19	—
Sand dams project	53,636	19,546	(44,369)	—	28,813
Abyei conflict reduction project	—	211,952	(27,961)	—	183,991
Environmental management along livestock corridors	—	114,034	(89,652)	—	24,382
Sudan fund	—	34,722	(18,586)	(16,136)	—
Sudan programme	—	8,396	(41,908)	33,512	—
	<u>152,265</u>	<u>770,711</u>	<u>(586,876)</u>	<u>17,395</u>	<u>353,495</u>
<b>Mali</b>					
Jiton wells project	3,766	629	(4,395)	—	—
	<u>3,766</u>	<u>629</u>	<u>(4,395)</u>	<u>—</u>	<u>—</u>
<b>UK-led projects</b>					
Livestock mobility	10,424	—	(10,424)	—	—
Scenario planning	48,480	—	(50,309)	1,829	—
Nomadic education	57,696	—	(65,451)	7,755	—
Technical support to the Ministry of Northern Kenya	(10,785)	29,403	(20,892)	2,274	—
Biofuels project	—	—	(2,600)	2,600	—
Fundraising internship support	—	10,000	—	—	10,000
	<u>105,815</u>	<u>39,403</u>	<u>(149,676)</u>	<u>14,458</u>	<u>10,000</u>
<b>Project support</b>	<b>36,201</b>	<b>59,404</b>	<b>(49,755)</b>	<b>(9,584)</b>	<b>36,266</b>
<b>Total restricted funds</b>	<b><u>298,047</u></b>	<b><u>870,147</u></b>	<b><u>(790,702)</u></b>	<b><u>22,269</u></b>	<b><u>399,761</u></b>

Notes to the Accounts 31 March 2010

15 Unrestricted funds

	Balance at 1 April 2009 £	Incoming resources £	Outgoing resources £	Transfers £	Balance at 31 March 2010 £
General funds	2,511	144,172	(99,430)	(18,672)	28,581
Designated funds					
Fixed assets fund	3,597	—	—	(3,597)	—
Contingency fund	100,000	—	—	—	100,000
	103,597	—	—	(3,597)	100,000
<b>Total unrestricted funds</b>	<b>106,108</b>	<b>144,172</b>	<b>(99,430)</b>	<b>(22,269)</b>	<b>128,581</b>

The contingency fund represents the designated reserves as approved by the Board of Directors to cover SOS Sahel International UK's working capital requirements and to meet any temporary shortfall in funds.

16 Analysis of net assets between funds

	General funds £	Designated funds £	Restricted funds £	Total £
Investment account	—	—	321,335	321,335
Cash	23,700	100,000	301,171	424,871
Current assets	17,604	—	60,783	78,387
Current liabilities	(12,723)	—	(283,528)	(296,251)
	28,581	100,000	399,761	528,342

17 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 £3,603 (2009 – £18,374) inclusive of service charges and rates, with a break clause of four months' notice. The lease expires in 2 – 5 years.

18 Capital commitments

At 31 March 2010 there were no outstanding commitments for capital expenditure (2009 – none).