



Supporting Survivors of the  
Rwandan Genocide

**SURF STRATEGIC PLAN  
2009 - 2011**

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12 Rickett Street  
London SW6 1RU  
Tel: 020 7610 2589  
Fax: 020 7610 3851  
Email: [info@survivors-fund.org.uk](mailto:info@survivors-fund.org.uk)  
Web: [www.survivors-fund.org.uk](http://www.survivors-fund.org.uk)

Survivors Fund (SURF) is a registered charity (1065705)  
and limited company (03411565) in England & Wales.

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## 1. Introduction

### 1.1 Our Mission

SURF exists to rebuild a sense of self and trust in humanity among the survivors of the Rwandan genocide.

### 1.2 Our Vision

“A world where the rights of survivors are respected”

### 1.3 Our Guiding Principles

All our work is informed and underpinned by SURF's Guiding Principles:

- SURF's commitment to survivors and partners in Rwanda and the UK is long term.
- SURF is independent and flexible in its response to the priorities of survivors.
- SURF aims to identify activities to fund that are successful and sustainable.
- SURF aims to build capacity of its partners to deliver programmes

### 1.4. Our Key Themes and Targets

#### *Delivering Justice*

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

#### *Rebuilding Lives*

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

#### *Empowerment*

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

## 2. Organisational structure

SURF was founded by a group of survivors of the genocide and other Rwandans based in the UK (who lost their families and friends during this tragic event) and concerned British individuals. Although support to survivors dates back to 1995, SURF was formally established and registered in

1997 to advance education, relieve poverty and any physical, mental or emotional illness, disorder or disability among the survivors of the Rwandan genocide.

SURF provides support for a wide range of services to the survivors of the genocide in Rwanda and the UK. Funded by a variety of organisations and individuals, SURF acts as a channel to distribute financial assistance to groups, individuals and charitable organisations in Rwanda. It aims to most effectively deliver hope, safety, and a decent standard of living for survivors. SURF also provides technical support and raises awareness of the circumstances affecting survivors.

The Board of Trustees has authority over and responsibility for the organisation and acts as its legal guarantors. The effective involvement of the Board of Trustees is considered crucial to the success of SURF and is dependent on shared goals, the development of sound and creative working practices and significant time commitments. Survivors Fund (SURF) is a registered charity number 1065705 and a company limited by guarantee number 04311565.

## **2.1. The SURF Strategic Plan**

This Strategic Plan takes into account emerging changes affecting survivors of the Rwandan genocide and the changing environment in which SURF works. The Plan builds on work carried out under the 2007-2009 Strategic Plan and sets out the aims, targets and actions for SURF and its partners work; and which form the basis for operational priorities. It explains how SURF intends to assist partners to achieve their own plans and priorities.

The Strategic Plan will form the basis of action plans that will describe how each area of work will be put into practice over the three-year period. The action plans will be monitored and evaluated during this period, and be used as the basis for supervision and support to those responsible for carrying out operational tasks, and inform the ongoing direction and development of SURF.

## **3. Factors affecting & influencing SURF's work**

SURF's work is mainly affected by factors and the context within which survivors are living in Rwanda. In the context of survivors in the UK the analysis is somewhat different. Despite the common challenges survivors' face as a result of the trauma and social breakdown as caused by the genocide, the main challenges for survivors in the UK are isolation, accessing appropriate services and a lack of transferable skills for employment.

### **3.1 Challenges resulting from genocide**

As a result of this horrific human catastrophe, survivors of the genocide in Rwanda face innumerable challenges today. These include:

- dealing with trauma relating to the impact of the genocide, lost childhoods and continued threats to their lives
- accessing treatment for HIV and AIDS

- effects of poverty; widows and orphan headed households are struggling to make ends meet, to reclaim property, and to raise children; their own and orphans
- lack of shelter and appropriate affordable, safe housing
- lack of justice for survivors
- disrupted education; child heads of households are forced to choose between attending school or sacrificing their education, and thus their future, to enable their younger siblings to do so

### 3.2 Political factors

On April 6<sup>th</sup> 1994, a plane crash killed the President of Rwanda, sparking ethnic tensions that had been fermenting for decades and triggering the genocide. The mass planned slaughter left 1 million dead in 100 days. 400,000 survived the genocide, the majority being women and children.

Rwanda has a history of genocide and ethnic politics. The Government of Rwanda (GoR), which took control of the country after the genocide, has tried to change this situation. The emphasis of the government has been around building the economy of Rwanda, establishing effective governance and ensuring security in Rwanda. The security agenda has from time to time involved active engagement in the DRC, where the threat of the *interahamwe* (perpetrators of the genocide) remains present. The Government has been seen as an effective development partner with quite efficient delivery of improved health care and other government services.

The Government has had a huge challenge to rebuild a fractured broken society. The aim has been to put aside ethnic identity (Tutsi, Hutu, Twa) in the hope of supporting a broader Rwandan identity. There seems to have been some success, however the Government's Reconciliation Commission research shows that 14 years on, the suspicion and mistrust is greatest between the survivors and the perpetrators.

The Government has supported genocide survivors and has listened to their concerns, however the gap between survivor's needs for basic support and justice, and what the government has managed to deliver, remains significant.

The President of Rwanda, Paul Kagame, remains central to the political, security and regional and global positioning of Rwanda. Regional and global relations are generally good with the exception of DRC and France. In 2008/09 relations with the Government of DRC have markedly improved, resulting in the return of many refugees that had remained in Goma back to Rwanda, a number of whom are suspected *interahamwe*.

The Government commitment to development is articulated in its vision 2020, which it is pursuing, with donor support, vigorously. This framework seems to be very positive in addressing poverty and moving the country forward. From the perspective of survivors, a noticeable feature missing from 2020 is the almost total neglect of justice in the strategy. Donors themselves, such as DFID, seem to not want to focus on justice in terms of their mainstream work with survivors but instead focus on reconciliation.

This context places a considerable responsibility on SURF to plug the gap, and carefully and practically support survivors by giving them a voice and fostering influence in Rwanda.

### **3.3 Decentralisation**

In order to co-ordinate efforts delivered by different stakeholders in rebuilding Rwanda, the government has pursued a policy of decentralisation, which allows each of the 4 regions and the 32 districts that fall within these four regions - to manage their own development. This is an attempt to reduce central control and management, and to empower the provinces, enabling them to decide priorities and budgets independently of central administration. The central government is now charged with reporting and maintaining data on the gaps that require support.

### **3.4 Poverty**

Poverty has been a problem in Rwanda for decades, but has become critically worse. GDP per capita in 2006 was US\$314. The agricultural sector represents 41% of the GDP; the industrial and services sectors represent 13% and 39% respectively. National poverty levels decreased from 60% of the population living under the poverty line to 57% in 2005/06. The impact of the 2008/09 global turmoil may slow growth and make poverty reduction gains harder. Inequality remains a major challenge in Rwanda.

In 2004, still only 13% of orphans and vulnerable children (total 1.35 million) were being reached with targeted interventions. In 2007, 59% of adults needing ARVs were accessing treatment.

Survivors are disproportionately in the poverty category. 28,893 vulnerable survivor households live in inadequate housing conditions. 27,500 survivors carry various disabilities, contributing to them remaining poor. The survivors most at risk are orphan headed households (28,900); and 49,700 genocide widows. Older survivors are also a vulnerable sub-group. Owing to various difficulties since 2003 15,400 children have given up schooling and 10,000 young survivors have not been able to access tertiary education.

### **3.5 Education**

After the genocide, many children whose parents had been killed had to stop schooling to look after siblings. Often they are involved in unskilled labour, which is underpaid and has no security or prospect for the future.

Though primary school is universally free, there is still the expense of the uniform, books and stationery to cover, as well as transport too. Fees for secondary school amount to £100 a year, a small fortune for many survivors. The fortunate ones receive assistance from FARG, the Government Assistance Fund for Survivors. However the scholarship is based on merit. It covers only one in every five of the survivors.

The most vulnerable young survivors do not perform well enough at primary school to qualify for assistance. Many have insurmountable obstacles to overcome - caring for dependents, making ends meet, dealing with trauma. They attend school on an empty stomach and without a secure home to which to return. It is not then a surprise that many drop out.

### **3.6 HIV and AIDS and broader health issues**

HIV and AIDS greatly affects SURF's target group. Almost all survivors are infected with or affected by HIV/AIDS - many thousands of women were raped and infected with HIV as a deliberate campaign to inflict on them a slow death - and this presents increasing challenges for SURF and partners. Many of SURF's beneficiaries were also infected from blood covered machetes, pangas and sharp instruments that were used to kill during genocide.

As a result, many survivors are either dying of AIDS or showing symptoms of full-blown AIDS. In addition, children living in child headed households continue to be raped and sexually abused causing further risk of HIV infection.

Most of the women and girls who survived the genocide were raped. 67% of the raped women and girls were infected with HIV/AIDS and 80% are under serious trauma. Due a target red programme funded by DFID 2,500 survivors have access to ARV and other support services. Other survivors try to access through other service points, but there is still a large number of survivors without access to ARVs and support. Survivors have other health challenges, mental health and other chronic diseases, and the impact of disabilities, are all challenges that necessitate support. Support to be able to cover medical insurance to support access to the Government system is inadequate (though annual *mutuelle* insurance is just £6 per household), but then buying medicine is very challenging for survivors which is not covered in the cost of insurance.

The Government estimate in 2007 that 150,347 people are living with HIV and AIDS. Specific services for survivors will be needed given their own self perceptions and ongoing chronic trauma.

### **3.7 Justice in post-genocide Rwanda**

The challenges and issues around justice remain highly problematic for survivors. International justice is still ongoing, with the International Criminal Tribunal of Rwanda (ICTR) in Arusha due to continue its work through to the end of 2009. However bringing perpetrators to justice is slow and costly, and some acquittals very traumatizing for survivors.

The recent Reconciliation Commission 2007 survey documents that the level of distrust between survivors and perpetrators has increased from 49% in 2005 to 58% in 2007. A larger share of women consider their household to be poor (59% compared to 53%) and their monthly spending is below that of households headed by men.

The consequences of the genocide seem to have the most severe and long-lasting effects in the Southern Province, the rural province with the highest incidence of crimes of genocide in 1994. Southern Province in 2007 has the highest levels of self-reported poverty - 90% of respondents in the South consider themselves very poor, rather poor, or somewhat poor and 68% report living below the poverty line of RWF 90,000 per year (approx. £120).

In assessing the *gacaca* process, a much more mixed picture emerges if one takes a more detailed look at specific issues. One area of concern is the integrity of the *inyangamugayo* (*gacaca* judges). While large numbers of the general population (92%) believe that the *inyangamugayo* are honest and respect the truth, only 69% of survivors and 32% of prisoners share that opinion. For both groups, survivors and prisoners, trust in the *inyangamugayo* has fallen significantly since 2005.

In Rwanda the main system of justice has been *gacaca*. The motives for this system are understandable given the very limited mainstream justice capacity in Rwanda to deal with the extent of the crimes committed in the genocide. However *gacaca* has been losing credibility in the eye of survivors. They see inadequate justice, they feel the intimidation and pressure on them to remain silent and not push their claims to hard. Some have been killed in reprisal attacks for giving testimony, and many more have been threatened in the process of scaling up *gacaca*.

*Gacaca* will come to a conclusion in 2009-2010. Survivors must now live with those who killed their loved ones and tortured them, as perpetrators are released. The strain of this is unimaginable. The limited access to para-legal and formal legal support is a major issue. The search for justice, and monitoring the post-*gacaca* situation, is a huge challenge. Survivors are moving away from threatening locations, must deal with their trauma with inadequate support and there is a very weak witness protection system. Now that rape is being tried in the *gacaca* courts, the trauma has increased for survivors. Generally the survivors feel that the *gacaca* system has been reducing punishments and minimising the crime of genocide and therefore the punishment.

The overall picture of justice and security is bleak for survivors.

### **3.8 Preserving the memory**

Genocide denial remains a constant threat. There is also a strong sense among survivors that a genocidal ideology lives on in Rwanda. Almost 80% of the general population and 84% of survivors believe that defence witnesses want to lessen the extent of crimes of genocide. Furthermore, an equally large share of survivors (around 80%) believes that there is a “pact of silence” among prisoners who have not confessed and this group also believes that they just did their duty in perpetrating the genocide. These views are generally rejected by prisoners (around 60%), even though there is still a significant minority of about 30% of the respondent prisoners who agree that there is a “pact of silence,” and that a genocidal ideology might live on among certain groups.

A majority of genocide survivors also believe that public testimony during *gacaca* aggravates tensions between families (76%) and that the families of those found guilty of crimes of genocide

will always feel resentful (66%). Prisoners, reject the latter argument (63%), but agree that testimony during *gacaca* aggravates tensions (71%).

Among survivors, a significant minority (46%) feel that it would be naïve to trust prisoners who have confessed, and still 25% do not believe that they will be able to cohabitate peacefully with even those perpetrators who have confessed; and 20% of survivors reject even the notion that they might feel safer after the end of *gacaca*, indicating that their sense of insecurity is permanent. Similarly, among the prisoner population interviewed, there remains a share of around 15% to 20% who seem to reject the entire *gacaca* process and doubt its contribution to overall reconciliation and peace building.

Progress has been made through the construction of genocide memorial sites, decent burial, commemoration events and work on documentation. However there is much to do on ensuring comprehensive and safe documentation. The survivors associations and coordinating body IBUKA need to be stronger to ensure this agenda remains vibrant, visible and effective, both in minimising denial, but also in building understanding in Rwanda to reduce the risk of a future genocide.

### **3.9 Psychological Trauma of Orphans and Widows**

There is a very high level of trauma amongst survivors. Although some of their problems are similar to those of the population as a whole, the extent to which survivors are traumatised is far greater. Their support networks are decimated and it is hard for them to fully reintegrate in society. They live in a nightmare situation in the very communities that were responsible for their families' death. Often they have suffered intimidation and have had to leave their homes to live in cities or other locations where their past is not known. Psychosocial support is thus crucial in helping widows and orphans to manage their lives and build some emotional resilience;

### **3.10 Government of Rwanda**

The Government of Rwanda has indeed, despite overstretched resources, exhibited commitment to the cause of genocide survivors. But this has not been enough. After the genocide, 5% of the national budget went to an Assistance Fund for Survivors (FARG) established in 1997. But this sum barely met even one-quarter of the survivors needs in education, health and shelter. Today, the deficit, and need, is even greater. Among problems facing the Government is the question of resettling and supporting survivors of genocide.

The restructuring and downsizing of FARG has further weakened the safety net available to vulnerable survivors. The Government has recently indicated a willingness to increase the tax allocated to survivors from 5 to 7% and to budget for £20 million for shelter support in the coming five years. But securing this commitment will remain challenging given other pressures on the Government.

## 4. SURF Partners

SURF continues to build a meaningful and lasting positive effect to the lives of those widows and orphans who survived the tragic events of the 1994 genocide in Rwanda. The continued attention, effort and success on behalf of the genocide survivors has been possible because of the commitment of individuals and partner organisations in Rwanda and UK who have supported our work. These include AVEGA, IBUKA, Solace Ministries, and on a limited scale AOCM, Uyisenga N' Manzi, ARJ Impuhwe and ARSG Mpore. 95% of SURF's work is supporting widows and orphans of genocide in Rwanda and 5% with the survivors in UK.

**4.1.1 AVEGA - Agahozo** - Established in 1995 by 50 widowed survivors, AVEGA - Agahozo is the acronym for the Association of Widows of the April Genocide. Agahozo describes a small, intimate, loving action. It means 'to wipe the tears'. It is a little word with a big profound meaning. It describes a practical life force. It encapsulates perfectly the activity of the women who form the membership. It describes a life-decision, a resolution to pick up the pieces and begin again, a commitment to life. The charity provides a means of support and recovery, and promotes self-fulfilment and self-reliance through many programmes, ranging from social networking to job training and from home construction to peer counselling. AVEGA now has five centres across Rwanda, and has a web site at [www.avega.org.rw](http://www.avega.org.rw).

**4.1.2 IBUKA** is a high profile lobby group with a particular interest in addressing justice for survivors and coordinating / leading joint survivors' projects on a national level. A direct translation of IBUKA is "remember", which is the objective of the umbrella association. It is composed of ten member organisations, which work to perpetuate the memory of genocide and provide support to genocide survivors. Speaking out is a sign of confidence of the survivors and being heard increases that confidence, which is what IBUKA strives to achieve. It has a web site at [www.ibuka.net](http://www.ibuka.net).

**4.1.3 Solace Ministries** is an officially registered Christian based charity, which supports traumatised widows and orphans of genocide, especially people living with HIV/AIDS. SURF has been supporting Solace Ministries to deal with the challenges of HIV/AIDS. Its programmes include counselling; childcare and development programmes; community development programmes; health and relief; capacity building and research.

## 5. Strategic Plan

### 5.1 Overview

This Strategic Plan is informed by the SURF Strategic Plan 2007 - 2009. It sets out a demanding but exciting agenda for implementing integrated programmes across all our partners.

It will deliver greater impact for those we are seeking to help. By balancing our advocacy work (awareness raising), with greater attention to promoting the programme funding work of SURF, we will increase our reach and build greater support for our work. We will be outward looking and focused on the difference we make.

The Strategic Plan will be monitored, evaluated and be used as the basis for supervision and support to those responsible for carrying out operational tasks. It will inform the ongoing direction and development of SURF.

### **5.1.1. Delivering justice**

**By 2011 we will have better secured the rights of survivors to justice and protection**

*Targets:*

Over the next three years, we aim to:

- reduce the number of genocidal-linked killings of survivors
- be supporting gender-based violence programmes across all regions of Rwanda
- raise awareness of the situation of survivors, in particular pertaining to issues of justice

*Actions:*

We will:

- Scale up support for gender-based violence programmes
- Support the systematic documentation and reporting of rights abuses against survivors
- Establish the Survivors' Centre in Kamonyi as a hub for the reporting of survivor's issues
- Develop new programmes to address the rights of survivors

**By 2011 we will have advocated nationally and internationally for the rights of survivors**

*Targets:*

Over the next three years, we aim to:

- provide financial and technical resources to partners to support survivors
- secure greater funding specifically for survivors from the international community
- mainstream rights of survivors into national development policies

*Actions:*

We will:

- Develop the capacity of our partners to deliver greater legal support to survivors
- Empower IBUKA to more effectively advocate with the GoR for the rights of survivors
- Support partners to lobby GoR to honour commitment of 20,000 new houses for survivors
- Work to ensure compensation for restorative justice for survivors is on the international agenda
- Develop partnerships and relationships with key stakeholders to further the rights of survivors
- Facilitate and leverage survivor's testimonies to raise awareness of their needs
- Deliver educational programmes in the UK, and make resources accessible internationally

### 5.1.2. Rebuilding Lives

**By 2011 we will be reaching more vulnerable widows and orphans and have increased their standard of living**

*Targets:*

Over the next three years, we aim to:

- Increase the number of survivors with secure and sustainable livelihoods
- Reduce the number of very vulnerable of survivors
- Support our partners to deliver more support to survivors in need

*Actions:*

We will:

- Develop with partners, new opportunities for income generating activities
- Help secure partnerships to extend revenue sources
- Provide technical support and monitoring for income generating activities
- Support the transition of survivors from tertiary education into employment

**By 2011 we will have delivered greater access to essential services for survivors**

*Targets:*

Over the next three years, we aim to:

- Secure greater access to holistic healthcare for survivors
- Attract greater investment in education of survivors, and their dependents
- Scale up partners' holistic antiretroviral treatment programmes for HIV+ survivors
- Greater investment in education of survivors, and their dependents

*Actions:*

We will:

- Provide funding for shelter to the most vulnerable survivors
- Be flexible in our response to emerging vulnerabilities of survivors groups
- Sustain funding for existing sponsored students, and seek funding for new students
- Engage DFID in sustaining its funding for care and treatment of HIV+ survivors
- Identify and engage new partners to support essential services for survivors
- Research and educate on the sensitivities of delivering essential services to survivors

### 5.1.3. Empowerment

**By 2011 we will have built a solid institutional base for the work of SURF and its partners**

*Targets:*

Over the next three years, we aim to:

- Ensure that our partners are generating more revenue
- Improve the sustainability of SURF's partners
- Establish a more efficacious process of monitoring and evaluation
- Have a highly motivated and professional staff
- Attract more visitors to the website of SURF and our partners

*Actions:*

We will:

- Develop strategies that ensure sufficient core funding for the stability of SURF UK.
- Ensure effective governance of SURF, and monitor the governance of our partners
- Have a human resources strategy that gives staff suitable training, development and support
- Support institutional income generating activities to deliver revenue for core funding
- Deliver high-engagement technical support to our partners
- Develop the Survivors' Centre in Kamonyi as a hub for capacity-building of partners

**By 2011 we will have empowered survivors in the UK to address their own needs**

*Targets:*

Over the next three years, we aim to:

- Generate awareness of the situation of survivors in the UK
- Secure greater support for survivors in the UK
- Reduce the isolation and increase confidence of UK survivors

*Actions:*

We will:

- Develop the capacity of UK-based survivors' organisations
- Generate funding and establish a process of access to hardship grants
- Develop relationships with allied organisations (e.g. in Holocaust and mental health fields)
- Facilitate the organisation of genocide commemoration events in the UK

## 6. Programme Delivery

We will ensure the impact of our work by focusing on accountability to beneficiaries and donors. A priority is to continue to listen, respect and support the priorities of survivors. SURF will strongly advocate and fundraise for partners, and through our high-engagement approach we will support partners to deliver quality long-term programmes to highly vulnerable survivors' groups. Though our focus will remain on empowering and building the capacity of our partners to more effectively deliver programmes, as a last resort we will also deliver some programmes ourselves in those areas where our partners are unable to effectively do so.

We will do all we can to ensure SURF remains a dynamic organisation that is seen and acts as the most effective international charity in the world supporting survivors of the Rwandan genocide.

## 7. Communications

There is an increase in the profile of SURF's work around the world, especially in the UK, Rwanda and America. We will work to further strengthen our profile, and aim to create SURF ambassadors wherever possible.

To strengthen our communications we will:

- Highlight the challenges and rights of survivors.
- Promote the work and direction of SURF and our partners.
- Show the difference we make, through our Annual Review.
- Actively promote our Guiding Principles.
- Through a range of publications and campaigns, mobilise large numbers of individuals and supporters into becoming active long-term SURF supporters.
- Vigorously implement and communicate the strategic aims and objectives in this strategic plan.
- Actively use information technology for learning and for engaging ourselves and our supporters, our clients and the general public.
- Support partners by helping them develop impactful websites and the process to maintain these websites.
- Use communications to build public awareness in the UK and beyond of the genocide, its long-term consequences and the plight of survivors
- Use the developing capacity for exhibitions and publications to promote greater understanding and engagement with the situation of survivors today.

## 8. Development

Development is about generating the greatest possible resources and applying them to make the biggest difference to survivors. SURF's overall approach is to encourage greater mass

participation, providing a funding vehicle for people to support our work. Also we will aim to spread risk, and we will work to maintain our independence.

We have a reasonable solid and diverse funding base, but have underinvested in regular givers and corporate donors and have too great a dependency on institutional donors. There are opportunities to develop our unrestricted funding through regular giving and increasing the efficiency of our fundraising operations. Ensuring synergies between our fundraising work and the rest of our programme agenda is critical. In 2004 we raised £700,000; this was a leap from the £550,000 mark the previous year. This growth in revenue peaked in 2006 at £1.4 million, due to the injection of funds from Comic Relief for the shelter for survivor's project. In 2008, the income will return to around the 2004 level of £700,000. Overall SURF plans to remain an organisation that is able to secure £700,000 and by 2011, that to have risen to £1 million per year.

A five year DFID supported ARV programme valued at £4.25 million facilitated by SURF is not formally part of SURF's accounts - as resources raised are channelled through the Ministry of Health to SURF's partners. Enabling funds for partners, even if they are not channelled through SURF, is as critical to the strategic plan. Thus, ensuring the renewal of DFID's funding, even though it will not be channelled through SURF, is critical.

As part of our fundraising work we will grow restricted income for our international work through managing our relations with key institutional funders, such as Comic Relief, and aim to seek to secure new funders - those based in the UK, as well as those based internationally too.

## **9. Human Resources**

We are all there to deliver the SURF mission; we must all have a sightline from wherever we are in the organisation to the mission. We will work in small high performing teams that focus on inspiring quality and results oriented action.

People make SURF what it is and could become in the future; be they governance, staff, volunteers or supporters. Our human resources working practices are developing slowly and we will continue to strive for best practice.

We should do more to improve the governance of the organisation and carry out annual reviews of performance. We need to invest more in our staff and volunteers to ensure we have high levels of professionalism and efficiency, united by making a difference to the lives of survivors.

We will strive to reach greater communities and target groups to encourage them to engage with SURF. We will value all our staff and volunteers and will reward people for the difference they are making in delivering our mission.

## **10. Finance and Risk Management**

We will maintain close control of our finances and invest in financial systems that are robust and provide management information that improves our efficiency and effectiveness. We will monitor and manage risk corporately.

The financial framework will support the costed consolidated work plans of SURF UK & Rwanda. There will be a greater investment in advocacy & communications, personnel development, systems improvements, while maintaining our commitment to partner programmes.

The risk register will be regularly reviewed and when necessary be updated (annex 1). We will ensure that there are rigorous procedural process in place (annex 2).

## **11. Monitoring and Evaluation**

SURF will actively monitor all projects and continue to practice an overall participatory programme review with our partners every year. The implications of the strategy will inform this strategic plan.

SURF ensures the external evaluation of all projects its supports, where funds are available. We will explore how to make learning from evaluations more applicable in the future.

Performance monitoring will highlight progress in implementing the three-year strategic plan. The SURF Annual Review will provide evidence of the difference we are making. In February of each year the effect of the funds raised and dispersed on the lives of survivors will be independently measured and reported on.

The strategy will be subject to annual reviews at trustee away days and will be externally reviewed in 2009 by Comic Relief.