

SURF STRATEGIC PLAN

2012 - 2014

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Survivors Fund (SURF) is a registered charity (1065705)
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1. Introduction

1.1 Our Vision

“A world where the rights of survivors are respected”

1.2 Our Mission

Survivors Fund (SURF) works with survivor’s organisations to develop and deliver, fundraise and advocate for, monitor and evaluate programmes to deliver justice, rebuild the lives and empower survivors of the Rwandan genocide.

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 is long term.
- SURF is independent and flexible in its response to the priorities of survivors.
- SURF aims to support activities 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

- Enforcing the rights of survivors, and legal representation in Rwanda
- Greater funding specifically for survivors from the international community
- Advocating for and delivering restorative justice programmes for survivors

Rebuilding Lives

- Increase in the number of survivors with secure and sustainable livelihoods
- Survivors to have secured access to essential services (including health)
- Greater investment in education of survivors, and their dependants

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.

Survivors Fund (SURF) is a charitable company, registered in England and Wales with both the Charity Commission (1065705) and Companies House (04311565). This structure, which is used by many charities, allows us to have all the advantages of charitable status, and simultaneously to limit the trustees' liability through the company's 'limited' status. As a charity and a company limited by- guarantee, Survivors Fund (SURF) has no share capital and therefore cannot be owned by anyone.

The charity is governed by its Memorandum and Articles of Association, dated 30 July 1997. SURF is headed by a Board of Trustees. For company-law purposes, the trustees are also the directors of Survivors Fund (SURF) Ltd. Day-to-day management of the organisation is undertaken by the Chief Executive in the UK.

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 2009-2011 Strategic Plan (see appended Operational Plan documenting progress of the work over that period) 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. The context for that work is presented below. 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.

SURF's work is also affected by the economic climate. At present, SURF raises the majority of its funding from a small number of institutional donors. However, it continues to be benefit from a core of individual donors for unrestricted funding.

3.1 Challenges resulting from genocide

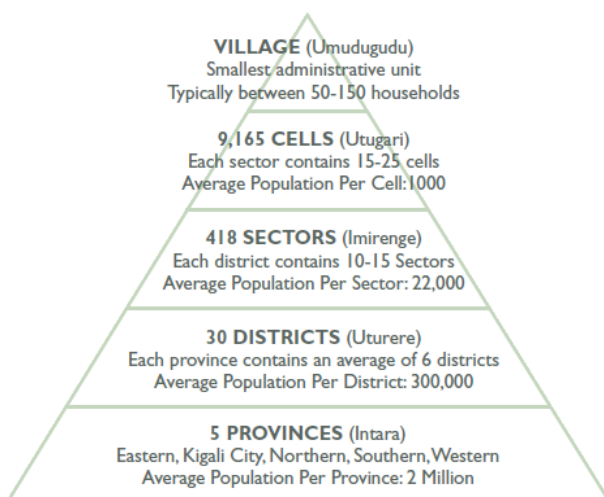
Survivors of the genocide in Rwanda face innumerable challenges today. These include:

- dealing with **trauma** relating to the impact of the genocide, lost childhoods and continued threats to their lives
- **health** problems resulting from the genocide, in particular the effect of 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
- the threat of **further violence and persecution** from those who still harbour genocidal ideology and/or released perpetrators of genocide

3.2 Political context

The state, ruled by the Rwandan Patriotic Front (RPF), is remarkably centralised, controlled and considered by DFID to have made “impressive progress since the devastating genocide of 1994” . The RPF’s roots are military, its hierarchy and culture developed by children of Tutsi refugees who fled Rwanda in 1959 and were born in exile in Uganda. It is this force that finally swept into Rwanda in 1994 after four years of war, led by General Paul Kagame, and stopped the genocide.

In 2000 Kagame had his de facto leadership made official when he was selected by MPs as president of Rwanda, won a landslide victory in 2003 in the first elections since the genocide, and convincingly won a final seven-year term in 2010 with a popular vote of 97%. Although criticized by some as an authoritarian leader, there is no denying the many successes of his approach, in particular in progress towards achieving a number of MDGs, and efforts to reunite the nation.



In Rwanda, this structural strength at the centre is complemented by well-structured local bureaucracy - a relic of the country’s Belgian and pre-colonial history. The country is currently in the midst of devolving power to the district level, a process started in 2006. Though recently progress has slowed, the thrust continues towards the creation of strong local, as well as national, government and the promotion of aggressive benchmarks on district performance. More important than the structural integrity of the government however is its purpose.

The clearest manifestation of the country’s aspirations is found in Vision 2020, the headline aim of which is to triple annual national income from \$290 per capita in 2000, to more than \$900 per capita

by 2020. This involves pursuing pro-poor growth strategies. The strategy though fails to specify any tailored support that will be delivered to survivors.

In 2010 Rwanda joined the Commonwealth, the first Pays Francophone to leave its French allegiance for the British. With this change, all public sector bodies were mandated to use English as their primary language. In schools curricula had to change with little to no lead in time.

Despite the track record of growth and success, some on the sidelines are voraciously critical of the country: many of their criticisms square on the role of the autocratic government there are many legitimate concerns about this authoritarian approach: raising these in Rwanda is delicate. A number of critics of the Government of Rwanda have been jailed in recent years.

Most concerns are based on the long term stability of the country and square on the connected issues of leadership, succession and human rights abuses, particularly freedom of speech. Paul Kagame's rebuttal of these arguments is firm and consistent. Though internet is widely available throughout the country, for Kagame political space, freedom of speech, and media freedom must remain curbed until genocidal ideology is no longer a threat to security. A poor, mostly illiterate, population with a majority Hutu population, if given the opportunity and encouraged by an open and racist media, would vote along ethnic lines: stoking the fires of ethnic divide, setting the stage for another disaster. This is a difficult balance - between freedom and dictatorship - and which human rights critics assert that Kagame has got wrong. His stated ambition is to open up political space when the time is right: when economic development has made every person richer, erasing some of the roots of poverty in which genocidal ideology flourishes, and at a time when the majority of the population does not have the genocide in living memory.

The major concern is what happens post 2017, which according to the constitution, must be Kagame's last term. History shows that it is at times of leadership transition and instability that violence in Rwanda is most likely to rear its ugly head. In fact the country has yet to host a single leadership transition that hasn't involved bloodshed. How in seven years time will the nation so closely tied to the vision of one man transcend his rule? This is the key question. One possibility may be a sharing of power similar to Russia, with Kagame anointing his successor as President and retaining control in post as Prime Minister.

However, with the population of Rwanda growing at a rate of 3% per annum (an additional one million people every three years), there is a race to development with the same strains on land resources beginning to emerge as underpinned the genocide. There is concerns as well that a threat to the leadership of President Kagame may emerge before 2017. If that were to transpire then Rwanda may be thrown back into conflict, endangering again survivors in particular.

Despite coordinated military efforts with Congolese authorities in the past 2 years, the FDLR is still entrenched in the Eastern region of DRC; perpetrators and 'ideologues' of the genocide who have remained intact and active as a highly dangerous armed group for 17 years; have carried out cross border incursions and brutal human rights abuses (along with other groups) in Eastern DRC

against the population there including specifically Tutsi. Some accused of taking leading roles in the genocide are still at large abroad and may retain influence in Rwanda with the aim of inciting/organising division, hatred and acts of violence from afar.

Source: Exploring Rwanda: Towards a Better Future (Institute of Philanthropy, 2010)

3.3 Poverty

In recent years Rwanda has managed to achieve a good level of economic growth, between 2004 and 2008, average annual real GDP growth was 8.6 percent. However there is still much to be done if the government's aspirations for poverty reduction are to be achieved. In 2006, almost 57% of the population still lived in poverty, while levels of inequality were on the rise. Furthermore, 36.9 percent of the population in 2006 lived in extreme poverty. Also of concern, due predominantly to population growth, the absolute number of poor people grew from 4.8 million in 2001 to 5.4 million in 2006. A number of categories of the population are particularly vulnerable to poverty including older people, those living with disabilities, young children, female-headed households, genocide survivors and the historically marginalised. Young people are a group that also need support, given the difficulties many have in finding jobs due to low skill levels.

The Government of Rwanda is committed to eliminating poverty and reducing inequality. Its five-year aims were set out in the Economic Development and Poverty Reduction Strategy (EDPRS), approved in 2007. In the EDPRS, social protection was given a prominent role and, in the past three years, the government has taken major steps towards realising its commitments.

The gradual expansion of social protection across Rwanda - in particular through the Vision 2020 Umurenge Programme (VUP), a flagship programme of the EDPRS - has already begun to make significant in-roads into reducing poverty, in particular in the sectors where it has been implemented. The government's economic development strategy will be key to further reducing poverty and enabling the further expansion of social protection to those who need it.

As the EDPRS indicates, underlying the challenge of addressing poverty in Rwanda is continuing rapid population growth, resulting from increasing fertility combined with declining infant mortality. The total fertility rate rose from 5.8 children per woman in 2000 to 6.1 children by 2005. This has led to a population growth rate that is one of the highest in Africa, at nearly 3 per cent per year.

Source: National Social Protection Strategy (MINALOC, January 2011)

3.4 National Social Protection Strategy

The long-term vision for social protection in Rwanda is, in the next **ten years**, to build a system that comprises two guiding elements:

- a) A **social protection floor** for the most vulnerable households and individuals, comprising:
 - a. **Cash transfers**, providing a minimum income and livelihood security, and

- b. Continuing extension of **access to core essential services** for poor and vulnerable households, in particular health, education, shelter and water and sanitation;
- b) Increased **participation of the informal sector in the contributory social security system**, with more people enjoying the benefits of labour legislation.

Alongside these core elements will be social development initiatives and complementary activities to help the poor graduate out of poverty. Underpinning Rwanda's vision for social protection system are three important principles; that it be **protective** (providing essential support to those living in poverty), **preventative** (providing a safety-net to those in danger of falling into poverty) and **promotive** (supporting people to pull themselves out of poverty and graduate from the need for social protection). The integration of these aspects is critical to the success of the Strategy.

The Social Protection Sector will support the EDPRS objectives and 7 year plan by:

- Helping **increase economic growth** through encouraging and enabling poor and vulnerable households to invest in more productive activities, stimulating consumption and market activity, and extending the reach of the country's financial system;
- Contributing to **slowing down population growth** through greater household income security, thereby reducing the imperative for young parents to invest in large numbers of children as a means of enhancing their own security in old age;
- Directly **tackling extreme poverty** by providing cash transfers to poor households with limited labour capacity while also supporting the economic empowerment of those who can become more self-sufficient and graduate out of poverty, and by contributing to improved access to health and education services and improved nutrition;
- Providing **greater efficiency in poverty reduction** through the development of a comprehensive electronic management information system (MIS), efficient delivery of cash benefits, and strengthening co-ordination in the delivery of social protection across government and civil society.

The focus of the Strategy in the next five years (2011-2016) will be to: a) harmonize and coordinate different interventions to respond to the needs of the poor and vulnerable; b) build on and extend existing cash transfer programmes, c) extend access to public services to the poorest households; d) begin to extend contributory social security mechanisms; e) deliver complementary programmes to assist households to graduate; f) build leadership and capacity across government on social protection and strengthen the alignment of non-governmental actors with national priorities, and g) strengthen systems and structures for delivery of social protection.

Source: National Social Protection Strategy (MINALOC, January 2011)

3.5 Genocide Survivors Support and Assistance Fund (FARG)

The Genocide Survivors Support and Assistance Fund (FARG) is a para-statal organisation that provides vulnerable genocide survivors with support in of education, health, shelter, social assistance and income generation. The social assistance cash transfer payments provide

people with RwF 5,000 per month; the education scholarships and support for *mutuelle de santé* payments enable people to access other public services; and income generating projects.

Vulnerable genocide survivors have been a priority for the government. The FARG programme has, over ten years, provided essential support over a range of services. Increasingly, however, we will ensure that genocide survivors can benefit from the range of mainstream programmes, and will pass FARG funding through those programmes, where appropriate.

The FARG programme will continue to support the education costs of genocide survivors through secondary school and university. In 2008, FARG provided support to 53,000 children at secondary school and 3080 university students. In the short term we expect these numbers to increase before gradually beginning to fall as genocide survivors move through the system. The programme will also continue its practice of providing historically marginalised children with free access to upper secondary school, through District governments.

The current emergency assistance cash grants – which currently reach around 30,000 people – will be integrated into the broader non-contributory social security programmes. Policy work will be undertaken to assess whether the Income Generation component of FARG can be integrated with the VUP Financial Services.

The Districts will, as now, propose candidates for assistance to FARG. However, they will indicate into which social protection programme they should be incorporated. The Districts will register the candidates on the respective programmes. FARG will transfer funds to the respective social protection programmes and monitor the incorporation of Genocide Survivors in the programmes, receiving regular reports from Ministry of Local Government (MINALOC). It is expected that, once the social protection programmes are scaled up nationally, it should be possible to identify an increase in the number of genocide survivors receiving cash benefits from the government.

Over time, as genocide survivors move through and out of the education system, FARG should gradually decrease in size.

Source: National Social Protection Strategy (MINALOC, January 2011)

3.6 Shelter

In trying to obliterate one group, genocide perpetrators also attempted to deny survivors any potential for viable futures by destroying and looting their homes, productive assets and crops. The genocide resulted in many homeless orphans and widows who were forced to live on the street or in inadequate, unsafe and overcrowded housing. With difficulties in finding the means to pay rent, they often fall prey to abusive landlords. Many suffer from depression and isolation and frequently family members are not able to find places where they can live together and support each other. It

is hard for them to move forward without more personal security and a greater sense of belonging, mutual support and opportunity. Provision of secure housing is essential to survivors' livelihoods and future. IBUKA recognises shelter as one of the most pressing priorities for survivors today.

In recent years, an increasing number of orphaned survivors have experienced difficulties resulting from family members claiming and selling off houses that are rightfully their own. A Compensation Law for survivors of the genocide, which would have enshrined rights of succession to land and property for orphans and widows, was approved by the Council of Ministers but it was withdrawn by the Ministry of Justice before it could be debated by the Parliament in 2002. This has resulted in many genocide orphans being legally as well as physically vulnerable.

It is estimated that there are 28,904 orphans living in households headed by children and 39,685 survivors that are without adequate shelter as of 2007. FARG¹ claims to support over 37,000 survivors with grants for shelter, but the allocation of funding and materials has been greatly criticised as been largely ineffective and plagued by corruption at a district level. Support for shelter to survivors will be phased out by FARG in the next 2 years (once the remaining 3,000 survivors eligible for shelter support receive funding).

The National Council of Refugees (now under the Ministry for Disaster Management and Refugees (MIDIMAR)) provides access to shelter for returnees to Rwanda (mainly the 70,000 refugees still living in DRC and Uganda). The NSPS states that the next two decades will see increased investment by government in housing - to make certain that the most vulnerable households are provided with a minimum standard of shelter. However, the NSPS does not detail the minimum standard nor determine how it will assess vulnerability.

3.7 Education

Given the devastating legacy of the genocide, Rwanda has made significant progress in reconstructing the education sector, expanding primary school enrolment and, more recently, expanding free basic education to nine years rather than six. However, the current approach is largely technocratic and focused on institutional reforms and meeting the MDG targets of universal primary education and gender parity in education. Despite the government's stated ambition, educational policy and reforms in Rwanda appear to have been largely divorced from the wider peacebuilding project.

Significant challenges remain: unequal educational opportunities at the post-primary/post-lower secondary level; poor educational prospects for the majority beyond lower secondary level; limited curricular reforms, especially in history teaching; and a teacher-centred pedagogy. There is also evidence of tensions in school classrooms between children of survivors and perpetrators, even among school-age children too young to remember the 1994 genocide. As Rwanda's own experience—and that of other countries—suggests, these factors can build on and exacerbate

¹ FARG is the National Assistance Fund for Vulnerable Genocide Survivors which the Government of Rwanda commits 6% of the annual budget (in 2011, around \$ 18 million) to support primarily education projects.

tensions and frustrations in the wider society that can in turn contribute to the conditions for violence.

As of the beginning of 2011, there are 9,000 survivors receiving support for basic education (school materials etc.), 29,000 beneficiaries receiving secondary school support (tuition, school materials etc.) and 5,000 beneficiaries receiving university support (tuition, hardship allowance) from FARG. Over 10,000 survivors eligible for support from FARG for university applied for scholarships in 2010, but only 1,600 were awarded on the basis of merit. As funding will not grow to meet demand of all eligible survivors for university education, FARG is establishing a new programme of support for vocational training. At present 300 beneficiaries receive such support. It is estimated that over 12,000 beneficiaries currently require such support, but no funding to extend opportunity to them. Such courses are 3 years, and require FRW 1 million (£900) a year to cover tuition and hardship grants. That amounts to £32.4 million to provide support through to graduation.

Source: The role of education in driving conflict and building peace: The case of Rwanda, Lindsey McLean Hilker (May 2011)

3.8 Health

Survivors endure many health challenges, resulting from injuries incurred during and as a result of the genocide. They may also suffer from chronic diseases, disabilities, and mental health issues, all of which necessitate support.

The cost of communal health insurance (mutuelle de santé) ranges from FRW 2,900 (about £3) for the extremely poor to FRW 7,000 for the employed. The most vulnerable survivors are eligible to receive mutuelle de santé at no cost through the FARG scheme. This then entitles survivors to access primary healthcare through public clinics.

In order to consolidate and further improve the coverage of the Rwandan population with health insurance, different strategies have been identified including protection of vulnerable groups through subsidies or exemption from payments, and providing health insurance to pensioners through the Social Security Fund of Rwanda (SSFR). A national council - the Rwanda Health Insurance Council (RHIC) - will be created as the regulatory watchdog over health insurance in Rwanda. Identification of the different income groups will be undertaken in close collaboration with MINALOC using the Ubudehe targeting approach.

However, even with insurance, many survivors find it difficult to cover the unavoidable costs of medicine, food, hygienic products and transportation fares to and from clinics and hospitals. Patients are required to pay 10 percent of the cost of prescription drugs, which is beyond the financial capacity of many survivors. The situation is particularly acute for survivors living with HIV. Rape was committed on a mass scale during the genocide, leaving thousands of women infected with HIV. As a result, many children have since been born HIV positive.

Screening programmes are necessary to identify survivors and children who are HIV positive and to provide them with appropriate medical assistance. Much advocacy and counselling work is needed to overcome the obstacles of testing and treatment; due to the triple stigma of rape, HIV and survivor status. Once diagnosed, patients need holistic antiretroviral treatment as well as treatment of HIV-related secondary illnesses, in addition to continued counselling to assist them in coming to terms with their status and future.

3.9 Justice in post-genocide Rwanda

On May 21, 2011, the Rwandan Justice Minister announced the imminent completion of all trials in *gacaca* courts, the modified community justice mechanism used across the country to try suspects of the 1994 Rwandan genocide. The final trials will be wound up by the end of the year.

Over 9,000 courts were set up across the country, and over 1 million cases heard. Suspects are encouraged to confess both before they have been accused and again following their hearing in return for a reduced sentence. Victims are encouraged to forgive perpetrators. *Gacaca* judges can sentence those found guilty to imprisonment, order them to make reparations to victims, and/or complete community service, depending on the nature of the crime and whether or not the accused had confessed.

Retributive justice emphasizes holding individuals accountable for their actions through commensurate punishment. On the one hand, *gacaca* has been credited with the swift delivery of results that could not possibly have been achieved by the International Criminal Tribunal for Rwanda (ICTR) or the national courts

Compensatory justice focuses on the attempt to restore the victims' property or provide them with some measure of reparation for the harm and losses suffered. *Gacaca* courts can order perpetrators to pay reparations or provide the equivalent value in labor for Category 3 crimes relating to property. The original *Gacaca* Law also suggested a possibility of indemnification for Category 2 and 3 crimes by requiring judges to draw up lists of damages to be transferred to the government. The 2004 version made clear, however, that before any indemnification could take place, enacting legislation would be required - a proposal that never materialized. Many of those interviewed by Human Rights Watch cited the lack of compensation to be one of their greatest disappointments in the *gacaca* process. Although *gacaca* has not yet provided adequate compensation to the genocide victims, it appears to be more an issue of political will and implementation than a consequence of the institution itself.

Gacaca can be considered more successful in Rwanda than the ICTR has been (which has cost over USD \$1 billion and delivered less than 50 convictions). The ICTR is perceived by many Rwandans as a remote, inaccessible institution that is controlled by foreign elements and has very little to do with their actual experiences. Interviews with survivors, however, indicate mixed results on the restorative effects of the *gacaca* experience. Some Rwandans have reported feeling a

sense of relief and closure, but for others, participation has meant uncertainty, re-traumatization, and fear. This has been exacerbated by a lack of enforcement of compensation awards, especially relating to property destruction.

Source: Rwanda's Gacaca Courts: Implications for International Criminal Law and Transitional Justice (The American Society of International Law, June 2011)

3.10 Memory

Many genocide victims were never given a formal burial. In confessions during gacaca trials, killers have admitted where bodies were dumped. Memorial sites are often built atop mass graves, and serve as a permanent testament to the events of 1994. They stand as reminders of the genocide for future generations and all people trying to belittle, rewrite or even worse, deny, the genocide. Each one is vitally important, for local survivors to pay their respects to family and friends killed in the genocide - whether or not their bodies have been found. As well, the sites give survivors a place to meditate and reflect on their loss.

In some instances, the mass graves remain open, as bodies continue to be discovered and buried. However, a number of mass graves have been sealed, as the coffins stored reached capacity. Even today, many bodies still remain undiscovered in ditches, toilets, bushes and unmarked mass graves. But survivors have not given up hope that eventually they will be able to lay to rest all the victims of the genocide.

Genocide denial remains a constant threat, both within Rwanda and internationally.

3.11 Mental Health

The genocide destroyed infrastructure necessary for effective treatment of trauma and PTSD. As a result of the dramatic events of the genocide, there was no structure to address the psychosocial needs of these people. The only psychiatric hospital (Ndera hospital) that existed in the country was not operational. In effect, in 1994 all of its patients and most of the staff were killed. All of Rwanda's psychiatrists left during the war. By the summer of 2008, three psychiatrists practiced in the country.

As a result of the destruction of public health infrastructure during the conflict, post-genocide recovery and trauma healing programmes began their efforts at a considerable disadvantage. Trauma healing programmes were instituted without a solid foundation.

An obstacle to effective provision of trauma counselling for victims of the genocide has been the usual Kigali location of NGOs and counselling programmes. Rural women generally do not have the resources to make a trip to the capital, and many NGOs cannot afford to send counsellors into different rural areas.

Poverty continues to exacerbate the despair and lack of emotional wellbeing endured by survivors of war and conflict. As well, there is a severe lack of academic and practical research into the impact of genocide on survivors and their children. Many victims of sexual violence in particular, still are too ashamed and embarrassed to talk about their experiences they endured during the genocide, further exacerbating trauma. This is particularly true for women who perceive their rape as being interpreted as infidelity towards their husbands.

Seventeen years after genocide, the need still exists for expanding the capacity of existing mental health treatment programmes and investing in new programmes to address the underlying trauma

Source: Treatment of Post Traumatic Stress Disorder in Post Genocide Rwanda by Isaura Zelaya Favila (Global Grassroots, July 2009)

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 Agahozo - Association of Widows of the Genocide

AERG - Survivors' Association of Students and Pupils

Solace Ministries - Christian Association of Survivors of the Genocide

IBUKA - National Umbrella of Survivors' Organisations in Rwanda

GAERG - Survivors' Association of Graduated Students and Pupils

Uyisenga N'manzi - Survivors' Association of HIV+ Orphan-headed Households

Kanyarwanda - Association of Women Survivors of the Genocide and Sexual Violence

AOCM - Survivors' Association of Orphan-headed Households

ASRG Mpore - Association of Survivors of the Rwandan Genocide

Duhozanye - Association of Genocide Widows in Butare

Dukundane Family - Association of Young Survivors

Our principal partners are:

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 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.

4.1.2 AERG is an association of student survivors of genocide created in 1996 at the National University of Rwanda. AERG is now represented nationally at 26 Universities and institutes of higher learning and 272 secondary schools in Rwanda, with a total countrywide membership of 43,397. The national AERG coordination office is based in Kigali, which liaises with the AERG University and Secondary School AERG sections to connect and represent student survivors. It has a web site at www.aergnational.org.

5. Strategic Plan

5.1 Overview

This Strategic Plan is informed by the SURF Strategic Plan 2009 - 2011. The primary revision of the plan is the deletion of the third theme of empowerment, which has now been absorbed into the two primary targets of delivering justice and rebuilding lives of survivors of the genocide in Rwanda.

It sets out a demanding agenda of support to our partners. It will deliver greater impact for those we are seeking to help. By balancing our advocacy work and capacity building with our fundraising, monitoring and evaluation we will increase our reach and build greater support for our work. The Strategic Plan will be continuously monitored to inform the direction and development of SURF.

5.1.1. Delivering justice

- Enforcing the rights of survivors, and legal representation in Rwanda
- Greater funding specifically for survivors from the international community
- Advocating for and delivering restorative justice programmes for survivors

By 2014 we will have delivered restorative justice to survivors in Rwanda

Targets:

Over the next three years, we aim to:

- ensure that more survivors have access to legal representation
- ensure the documentation of all legal cases of unresolved genocide-related crimes
- raise awareness of the situation of survivors, in particular pertaining to issues of justice
- mainstream rights of survivors into national development policies
- reopen debate on a Compensation Law for survivors in Rwanda

Actions:

We will:

- Work with partner organisations to develop and secure funding for new legal programmes
- Support the systematic documentation of all legal cases of unresolved genocide-related crimes
- Fund programmes to retain legal experts to represent survivors to bring legal cases
- Develop the capacity of partners to lobby for survivors in the National Social Protection Strategy
- Work with Redress to explore the possibility of securing a Compensation Law

By 2014 we will have advocated internationally for the rights of survivors

Targets:

Over the next three years, we aim to:

- secure greater funding specifically for survivors from the international community
- ensure compensation for restorative justice for survivors is on the international agenda
- foster the creation of a Trust Fund for Survivors of the Rwandan Genocide

Actions:

We will:

- Develop partnerships with international partners to advocate for the rights of survivors
- Lobby the UK Government to lead the call and commit funding for survivors
- Research and publish policy on the creation of a Trust Fund for Rwandan Survivors
- Launch an international advocacy campaign around the 20th Anniversary of the Genocide
- Facilitate and leverage survivor's testimonies to raise awareness of their needs
- Facilitate the production of educational resources and make them accessible internationally
- Actively rebut and respond to genocide denial
- Support legal and civil action against those responsible and complicit in the genocide

5.1.2. Rebuilding Lives

- Increase in the number of survivors with secure and sustainable livelihoods
- Survivors to have secured access to essential services
- Greater investment in education of survivors, and their dependents

By 2014 we will be reaching more vulnerable survivors to increase their standard of living

Targets:

Over the next three years, we aim to:

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

Actions:

We will:

- Strengthen the capacity of the partners to develop and deliver IGA programmes
- Research new opportunities and develop proposals with partners for IGAs
- Help secure partnerships to extend revenue sources for partners
- Provide technical support and monitoring for income generating activities
- Support the transition of survivors from tertiary education into employment
- Support partners to advocate for and raise funding for shelter for the most vulnerable survivors

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 primary healthcare for survivors
- Increase investment in education of survivors, and their dependents
- Scale up partners' holistic antiretroviral treatment programmes for HIV+ survivors

Actions:

We will:

- Be flexible in our response to emerging vulnerabilities of survivors groups
- Sustain funding through to graduation of current survivors sponsored through SURF
- Support children born of rape to access education through funding from Foundation Rwanda
- Develop partners capacity to deliver holistic support to HIV+ survivors
- Build the capacity of partners to support essential services for survivors
- Research and educate on the sensitivities of delivering essential services to survivors
- Support partners to advocate and raise funds for effective mental health provision for survivors

6. Programme Impact

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 for partners, and through our high-engagement approach we will support partners to deliver quality long-term programmes. Though our focus will remain on empowering and building the capacity of 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 supporting survivors of the Rwandan genocide. Our approach to effectiveness is informed by the framework used by other aid agencies:

Economy: getting the best value inputs

Efficiency: maximising the outputs for a given level of inputs

Effectiveness: ensuring that the outputs deliver the desired outcome

Equity: ensuring that the benefits are distributed fairly

The four key questions that we ask of ourselves or our partners in the design of any new project or proposal is:

- Does the programme have realistic and appropriate **objectives** and a clear plan as to how and why the planned intervention will have the intended impact?
- Does the programme have robust **delivery** arrangements which support the desired objectives and demonstrate good governance and management through the delivery chain?
- Is the programme having a transformational, positive and lasting **impact** on the lives of the intended beneficiaries and is it transparent and accountable?

- Does the programme incorporate **learning** to improve future delivery?

7. Fundraising

Fundraising is a means to an end, to generate the greatest possible resources and applying them to make the biggest difference to survivors. SURF tries to do so whilst maintaining value for money for its donors, ensuring the best use of resources to deliver the desired impact.

To date, Survivors Fund (SURF) has been focused on raising funding through two primary means:

1. Institutional Donors
2. Individual Donors

In 2011, 80% of all SURF's funding has generated from five donors: Comic Relief, Charities Advisory Trust, Sigrid Rausing Trust, Foundation Rwanda and the Tinsley Foundation.

In 2012, we propose to focus on retaining this small core of institutional donors (and selectively growing it) and to focus less on growing the base of smaller institutional donors. Where possible, such donors will be referred directly to partner organisations.

In 2012, SURF we expect to be funded from the UK Department for International Development (DfID) and we are applying for funding from the BIG Lottery Fund. We may also apply for funding from UN and EC sources, which to date we have not secured previously.

SURF recognises that individual donors are an important source of unrestricted funding. However there is a cost to recruit and retain such donors. As such, we will not invest resources in doing so.

8. Advocacy

The 20th Anniversary of the Genocide in 2014 presents a unique opportunity to launch an international advocacy campaign to secure funding for survivors in Rwanda. In particular, this may be a Restorative Justice Fund for Survivors to be established at the point of closure of the International Residual Mechanism for Criminal Tribunals in December 2014.

Such a campaign will require investing significant time with no guarantee of any return. To do so will require assessing the feasibility of any such campaign, and to build a coalition of allied organisations all with an interest in addressing the situation of survivors.

At present, this is a neglected area of work for Survivors Fund (SURF). We propose to prioritise this area of work over 2012 to determine the potential for such a campaign.

In addition, we will work to build the capacity of our partner organisations to advocate in-country more effectively. This may involve providing support to undertake research (coordinating the

collection and analysis of relevant data) and to draft and assist in the publication of relevant reports. Also, we will help in identifying potential targets for partners to engage in-country.

9. Capacity-building

There will be an increased emphasis on building the capacity of partner organisations in Rwanda.

This capacity-building will be undertaken in three ways:

1. Through recruiting individuals with specialist skills which can work directly with partner organisations to build their capacity in specific fields of expertise (e.g. clinical psychology).
2. Through developing the ability of partner organisations to fundraise, manage, monitor and evaluate funds more effectively independent of SURF.
3. Through facilitating for students to undertake internships directly with SURF Rwanda or with our partner organisations.

At present, SURF undertakes these forms of capacity-building on ad hoc basis. The new strategy would develop this area of work as a more dedicated focus.

10. Monitoring and Evaluation

SURF will actively monitor all projects and continue to practice an overall participatory review of our work on at least a bi-annual basis. The recommendations from the review 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, and where possible will publish all evaluations publicly on our website.

Performance monitoring will highlight progress in implementing the three-year strategic plan. The strategy will be subject to regular reviews at trustee meetings. The SURF Annual Review will provide evidence of the difference we are making.

We will strive to be compliant with the International Aid Transparency Initiative (IATI) by the end of 2012, and will strive to encourage our partners to be so too.

11. Communications

Communications for SURF is a means to deliver our goals of delivering justice and rebuilding the lives of survivors of the genocide in Rwanda.

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
- Implement and communicate the strategic aims and objectives in this strategic plan
- Actively use information technology for engaging our partners, supporters and the public
- Support partners to develop their 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
- Make available exhibitions and publications to promote greater understanding and engagement with the situation of survivors today

12. Human Resources

We all work with Survivors Fund (SURF) to deliver the mission of the organisation; we must all have a sightline from wherever we are in the organisation to the mission. We work as a small high performing team that focuses 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. We have ensured that we have clear, consistent and accessible policies and procedures covering all aspects of working for SURF. 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 in support for survivors. We will value all our staff and volunteers and will reward people for the difference they are making in delivering our mission.

13. 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.

We will have in place an anti-bribery policy, and develop a risk-based approach to identifying and managing bribery risks. We will have clear policies, reporting and whistle-blowing procedures, and sanctions for non-compliance. We will undertake due diligence on employees, partners and contractors.

The risk register will be regularly reviewed and when necessary be updated. We will ensure that there are rigorous procedural processes in place.

We have in place an investment policy which determines the level of acceptable risk and how we manager our investments, and defines that we try to do so ethically.