



Supporting Survivors of the Rwandan Genocide
www.survivors-fund.org.uk

**SURVIVORS FUND (SURF)
STRATEGIC PLAN
2018 - 2020**

Last updated: 2nd Jan 2018

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Introduction

1.1 Our Vision

“A world where survivors are respected and integrated”

1.2 Our Mission

Survivors Fund (SURF) works to deliver, fundraise and advocate for programmes that rebuild the lives of survivors of the genocide against the Tutsi and related vulnerable persons, that empower them and that foster sustainable integration and development in Rwanda.

1.3 Our Guiding Principles

- SURF’s commitment to survivors and related vulnerable persons is long term
- SURF is independent in its response to the priorities of survivors and related vulnerable persons
- SURF builds the capacity of survivor organisations as strong actors in Rwandan civil society
- SURF supports sustainable activities that are integrated into mainstream planning

1.4. Our Key Themes and Targets

Direct support to rebuild lives

- Supporting survivors and related vulnerable persons to secure and sustainable livelihoods
- Survivors and vulnerable groups to have secured access to essential support
- Completing the education of young survivors and children born of rape

Advocacy and Capacity Building to sustain support

- Enforcing the rights and legal representation of survivors and related vulnerable persons
- Helping survivor organisations to become more sustainable for the long term

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 of the genocide against the Tutsi 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.

SURF provides support for a wide range of services to the survivors of the genocide against the Tutsi in Rwanda. Funded principally by institutional donors (foundations, trusts and development agencies) with additional income from a small core of individuals, SURF acts as a channel to assist local partner organisations in Rwanda working with survivors of the genocide against the Tutsi, and those related to them (principally second-generation survivors). It aims to most effectively deliver

hope, safety, and a decent standard of living for survivors through programmes led by local partner organisations. SURF also provides technical support and capacity building to them, and supports advocacy to raise awareness and enforce the rights of 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 such, 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 led by the Chief Executive in Rwanda, with support from the UK Coordinator.

2.1. The SURF Strategic Plan

This Strategic Plan accounts for the emerging changes affecting survivors of the genocide against the Tutsi in Rwanda, and the changing environment in which SURF works. The Plan builds on work carried out under the 2015-2017 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 principally affected by context within which survivors are living in Rwanda, which in turn are influenced by financial, political, social and environmental factors. Since its establishment, SURF has always strived to align its work with that of the Government of Rwanda as well as the obligations of the State as set out in the Rwanda Constitution - and specifically Article 50 on the "Welfare of needy survivors of the genocide against Tutsi" which states that "The State, within the limits of its means and in accordance with the law, has the duty to undertake special actions aimed at the welfare of the needy survivors of the genocide against Tutsi."

3.1 Challenges resulting from genocide

Survivors of the genocide in Rwanda continue to face innumerable challenges today, including:

- **Trauma** relating to the impact of the genocide, and continued sense of insecurity
- **Health** problems resulting from the genocide, in particular the effect of HIV and AIDS
- **Poverty**; particularly resulting from property destroyed and land taken in the genocide
- **Shelter** and lack of appropriate affordable, safe housing resulting from the genocide
- **Justice** for survivors, particularly resulting from the lack of support to enforce their rights
- **Youth unemployment** which is acute among survivors and second-generation survivors

3.2 Country overview

Small and landlocked, Rwanda is hilly and fertile with a densely packed population of 12 million people. In the lead up to its independence in 1962 through to the genocide against the Tutsi in 1994 there was systematic persecution and violence against the Tutsi (around 15% of the population) by the Hutu majority, which culminated in the killing of an estimated 1 million Tutsi between April and July 1994.

Subsequent to the genocide, under the leadership of President Paul Kagame, the country has undergone a radical transformation from a poor, unstable, post-conflict country into a thriving and stable one. This has included a unifying of the people under one common Rwandese identity.

But Rwanda's progress will stall without transformative changes that: create wealth and investment and invigorate the private sector, improve basic services, increase the accountability of the state to its people, and address potential causes of conflict and fragility, including regional instability.

Rwanda continues to make remarkable progress since 1994, and is on track to meet many of the Millennium Development Goal targets, although a few indicators (including maternal mortality, HIV prevalence, tuberculosis deaths, and use of an improved water source) are off track. Between 2008 and 2015, Rwanda has moved 17 places up the HDI ranks to 159 out of 188. No other country has moved up as many places over this period. Poverty fell dramatically between 2005/6 and 2010/11 and Rwanda's Gross Domestic Product per capita has increased from \$207 in 2000 to \$633 in 2013 (with a target of \$1,000 by 2020), driven by an average growth rate of over 7% per year in that period. Growth has been pro-poor and inequality has reduced.

Despite this, huge challenges remain. It is projected that 30% of the population will still be living below the poverty line in 2017/18, with 19% living in extreme poverty. Inequality is reducing, but it is still high and it is constraining sustainable growth and poverty reduction. Rwanda's *Mutuelle de Sante* (community-based health insurance scheme) remains in some doubt as wealthier, healthier households increasingly opt for other forms of insurance leaving a poorer, unhealthier pool of households contributing to *Mutuelle de Sante*, of which coverage currently is around 70%. Rwanda's Social Care system to prevent and respond to an increasingly complex range of social vulnerabilities remains limited, particularly in relation to mental health issues.

In Rwanda, 64% of parliamentary seats are held by women, and female participation in the labour market is 86% (compared to 83% for men). Great efforts have been expended on transitioning society from one that was rooted in patriarchy to a more egalitarian one, though educational attainment for girls still falls somewhat behind boys, teenage pregnancy rates remain high as does the incidence of gender-based violence (both physical and sexual violence).

Given low levels of international investment and a less-than-vibrant private sector it is not clear how much wealth growth will continue to deliver to a fast growing and largely unskilled population. Rwanda needs a more highly skilled workforce - and to deliver the education outcomes on which this will rely. The country is still heavily dependent on foreign aid (31% of the 2014/15 budget) - the majority from seven donors (World Bank, European Union, African Development Bank, US, Germany, Belgium and the UK). In an economy where 72% of the population (and 84% of women) relies on agriculture for a living, sustainably increasing agricultural productivity is the first step needed for Rwanda to develop, and buffer the effects of future food price rises.

But Rwanda's strong reliance on rain-fed agriculture makes it highly vulnerable to climate change. Existing climate variability is already affecting economic growth and future climate variability is likely to present additional challenges: threatening food security, health, export earnings and causing damage to infrastructure.

Implication for survivors and related vulnerable groups: As the majority of survivors are women, issues impacting on this specific group, such as gender-based violence, are particularly prevalent. With many survivors living in rural areas, they are reliant on agriculture for subsistence and livelihoods and thus are vulnerable to climate change. Poverty rates particularly amongst the rural population of survivors remains high, especially in the Southern Province of Rwanda where the greatest proportion of survivors reside and poverty rates are highest.

3.3 Economy

Rwanda's long-term development goals are defined in "Vision 2020," a strategy that seeks to transform the country from a low-income, agriculture-based economy to a knowledge-based, service-oriented economy with middle-income country status by 2020. In order to achieve this, the Government of Rwanda has come up with a medium-term strategy: The second Economic Development and Poverty Reduction Strategy (EDPRS 2) outlines its overarching goal of growth acceleration and poverty reduction through four thematic areas: economic transformation, rural development, productivity and youth employment, and accountable governance.

Going forward, the private sector, which is still largely informal, will have to play a bigger role in ensuring economic growth. Poor infrastructure and lack of access to electricity are some of the major constraints to private investment. Some reforms have been successfully implemented to improve the business environment and reduce the cost of doing business. As a result, Rwanda was one of the top reformers in the Doing Business 2015 report, and is now ranked the third easiest place to do business in Sub-Saharan Africa.

In addition, reducing the country dependency on foreign aid, to be independent of it by 2020, through domestic resource mobilization is critical. While Rwanda has been effectively using aid for development, the country remains vulnerable to fluctuations in aid flows.

Rwanda's economic growth though has not translated into sufficient productive employment particularly for the growing youth cohort aged 14-35 years, which represents nearly 40% of the population. Driven by nearly 3% average annual population growth, the size of the working-age population continues to increase and outpace job creation. Each year, 125,000 first-time job seekers enter the labour market which the economy is not able to absorb. 65% are underemployed and youth are disproportionately located in - and migrating to - urban areas where youth unemployment is three times that of rural areas.

Implication for survivors and related vulnerable groups: The issue of youth unemployment is particularly acute for young survivors (and second-generation survivors) due to the lack of contacts and collateral that they can access. Despite many survivors having had the opportunity to complete their secondary education through support from FARG, many do not have the skills to secure employment. Despite the focus on transitioning Rwanda from an agriculture-based to a knowledge-based economy, many of this group - as well as older widows - remain excluded from the job market and continue to rely on agriculture for their livelihoods.

3.4 Civil and political rights

Freedom House rates Rwanda as 'not free', its lowest ratings category, in terms of political rights and civil liberties. Election turn-outs are high but the transparency of the electoral process has shortcomings. The Government has been criticised for its treatment of journalists and for restrictions on the media. Concerns have also been raised about restrictions on the freedoms of human rights NGOs and opposition political parties and about some anti-genocide laws stifling legitimate dissent and debate. Advocacy remains difficult and delicate for many civil society organisations, in not being seen as being aligned with the agenda of the Government of Rwanda.

Implication for survivors and related vulnerable groups: Local survivors organisations in Rwanda have historically had little success with advocacy, with a few notable exceptions (such as AVEGA's role in securing a new GBV Law in 2008). This challenge is exacerbated by the marginalisation of survivor's issues through the recent emphasis on the Government on vulnerable persons, amongst which survivors are just one of a number. Instead there has been a particular focus on people with disabilities which over time are being targeted for more dedicated support.

3.5 Education

The Government of Rwanda's Vision 2020 and Economic Development and Poverty Reduction Strategy lay out ambitious plans to transform Rwanda into a knowledge-based economy by building a skilled workforce that is able to compete both regionally and internationally. Education is key to this transformation, and there is fee-free schooling for a 12 Year Basic Education. However, students must pay for uniform, books, stationery and transport (if needed).

Rwanda has the highest primary school enrolment rates in Africa. For both boys and girls, it is on track to achieve universal access to primary education with the primary net enrolment rate increasing to 97 per cent in 2014. Access to pre-primary education remains very low though, currently at only 13%, and there is a focus to increase this coverage from this low base.

Upper secondary school enrolment (for the final three years of education) stands at around 60%. However, the overall completion rate has been declining since 2011, when it peaked at 78%: it now stands at only 61%. The dropout rate has also increased from 11% in 2011 to nearly 15%.

English is the national teaching language. The quality of teaching remains variable, and is particularly poor in rural areas, which is exacerbated by very high student numbers (on average above 60 students in a primary school class).

Implication for survivors and related vulnerable groups: Survivors have benefited from access to schooling since the establishment of the Government-funded Assistance Fund for Vulnerable Genocide Survivors (FARG) in 1998. To date nearly 100,000 survivors have completed secondary school, of which a further 10,000 survivors have been funded to complete higher education. However, second-generation survivors (in particular children born to women survivors raped during the genocide) did not benefit from FARG support and have required additional support to secure the same educational opportunities afforded to survivors.

3.6 Health

The Government of Rwanda has adopted a universal primary health care approach for its health system. It is ranked top in East Africa because of its strong community-based health insurance scheme, known as *Mutuelle de Sante*. Residents of a particular area pay premiums into a local health fund, and can draw from it when in need of medical care. Premiums are paid according to a sliding scale, with the poorest members of society entitled to use the service for free, while the wealthiest pay the highest premiums and are charged copays for treatment.

The Access Project functions on the premise that in order to sustainably improve health outcomes, every community to have access to a permanent local health facility that offers a full range of services, including HIV prevention and treatment programs, tuberculosis treatment, prenatal care, family planning and maternity care. The Rwanda Ministry of Health has determined that one health centre is needed for each sector of approximately 15,000-25,000 people, though there are still many sectors today that are in need of a health facility. However, more isolated areas are served by a network of thousands of community health workers.

A shortage of human resources in the health sector is one of the biggest challenges facing the government. Though there are successes, such as the government campaign for HIV/AIDS, which has yielded a downward trend in the prevalence of the disease, to 3%. Malaria, TB and infant mortality all are continuing on a downward trend too. Though population growth and child malnutrition are still significant issues.

Implication for survivors and related vulnerable groups: Access to healthcare for survivors has improved on a par with the rest of the wider population, in particular helped by several clinics set up through funding by DFID in partnership with Survivors Fund (SURF) which initially were set up to treat women survivors infected with HIV but which are now run by the local partner organisations to provide general community healthcare. However, there are still significant issues facing survivors dealing with trauma due to the limited resources for mental health in Rwanda.

3.7 Social Protection

The Rwanda Constitution established the right to social protection, which is defined as “all public and private insurance and income support schemes (Social Security) as well as Social Care Services that, together, ensure that all citizens have income security, a dignified standard of living, are protected against life-cycle and livelihood risks and that the rights of all citizens are upheld.” This includes social security schemes, social assistance, social care services and facilitated linkages to complementary livelihood support services.

The first significant attempts towards universal realization of these rights emerged as a response to the deprivation resulting from the genocide against the Tutsi. However, as early as 2005, the first National Social Protection Policy called for a shift away from “assistance-type interventions to the prevention of risks likely to descend upon vulnerable groups or increase proportions within this group” and advocated for the establishment of a social protection system that delivered “universal protection for all citizens”.

Subsequently, the EDPRS (2007-2012) established social protection as a formal Sector and the Vision Umurenge 2020 Programme (VUP) as a flagship programme to support the eradication of extreme poverty by 2020. The second EDPRS (2013-2018) re-confirmed the importance of social protection to Rwanda’s socio-economic development and the associated National Social Protection Strategy (2013-2018) delivered a significant expansion of coverage and effectiveness. Over this period, the social protection sector made critical contributions to the delivery of key national development targets (e.g. reducing extreme poverty and inequality) as well as Rwanda’s targets under the Millennium Development Goals.

Despite these successes, many challenges remain in terms of coverage, effectiveness, institutional capacity, harmonization within the sector, and coordination with policies and programmes outside of the sector. In particular, limited progress has been made in implementing the envisaged transition towards a preventative, life-cycle oriented social protection system that provides universal protection for all Rwandans. Addressing these issues is critical to the achievement of Rwanda’s development ambitions (Vision 2050) as well as to meeting key regional and international commitments (such as the Sustainable Development Goals and AU Agenda 2063).

Therefore, in 2017, the government developed a revised National Social Protection Policy to articulate its social protection policy agenda and reconfirm its commitment to the progressive development of an inclusive and comprehensive social protection system. The new policy reflects

the government's commitment to no longer "limit our ambition to the eradication of extreme poverty" but rather aim for "prosperity and wellbeing for everyone" (President Kagame, 2017).

Implication for survivors and related vulnerable groups: Despite social protection initially being set up to support survivors of the genocide, through the establishment FARG, support is now mainstreamed to all vulnerable persons. This has resulted in survivors "falling through the net" and not always receiving the support that they need. There are multiple reasons for this ranging from not having anyone in their community to advocate for their rights to social protection, and being wrongly categorised as not requiring support. As there continues to be a focus on harmonising social protection support, there is a need to ensure that all vulnerable survivors in need of such support are identified and receive it.

3.8 Trauma and Mental Health

In the aftermath of 1994, genocide survivors showed high rates of mental health and psychosocial problems due to the brutality that the majority of them had been exposed or witness to. Entire family systems as well as the general social fabric that formerly provided support were destroyed due to losses of family members and growing mistrust and fear following the genocide. Studies analysing the mental health situation in Rwanda following the genocide have mainly focused on groups of widows and orphans or children living in child-headed households. An elevated level of depressive and anxious symptoms as well as posttraumatic stress disorder (PTSD) was found in each of these groups.

Survivors and their families continue to present with considerable rates of posttraumatic stress disorder (PTSD) and substantial depressive and anxiety symptoms. Studies have evidences a strong association between health problems and psychosocial factors such as social integration. Posttraumatic stress reactions were especially elevated in adult survivors who had experienced a high number of traumatic events, had poor physical health and were lacking in social integration.

Descendants of genocide survivors show a higher risk for mental health problems than descendants of former prisoners. A high trauma load as well as missing family integration and support characterizes their specific vulnerable situation. The capacity of Rwanda's Social Care system to prevent and respond to an increasingly complex range of social vulnerabilities remains limited due to a lack of trained mental health professionals and a small budget for mental health services. There remains only one centre (Le Centre Psychothérapeutique Icyizere) in the Rwanda health care system which provides specialist treatment for PTSD.

Implication for survivors and related vulnerable groups: Access to mental health support continues to be a critical need for survivors, and with specialist services so limited in Rwanda the burden to provide such treatment falls to local survivors organisations. With so many other competing needs, it is unlikely in the years ahead that this situation will change, which particularly disadvantages survivors due to the crippling effects resulting from PTSD. That there is increasing evidence for the intergenerational inheritance of trauma, makes the need to not only sustain but extend mental health support to survivors and second-generation survivors even more vital.

3.9 Justice

Although progress has been reported by the Justice Sector, it continues to face numerous challenges including: the persistence of genocide ideology, lack of affordable and accessible justice for many, lack of accessible legal advice/aid/representation, considerable case backlog including a large number of land disputes, and the need to build the capacity of personnel.

These issues are exacerbated by existing incentive structures, which often reward delay rather than resolution of cases. For example, reluctance of police and prosecutors to screen cases on the basis of merit since their performance is measured more on quantity (of cases registered) than on quality (number of non-deserving cases not pursued or withdrawn).

The focus for the Justice Sector is on strengthening the sector capacity, improving access to quality justice, addressing genocide ideology and challenges to unity and reconciliation, enforcing the rule of law, and improving safety, law and order. The judiciary is considered to be independent.

The work of the sector is underpinned by the belief that access to justice is a fundamental right, that the law must apply equally to everyone, as well as a key means to defend other rights, and that it is essential for poverty eradication and human development as well as a means to address inequalities in power.

The legal rights of survivors were enforced to some extent through gacaca, a system of 12,000 community-based courts that operated from 2002 to 2012 to try over 400,000 genocide suspects while promoting forgiveness by victims, ownership of guilt by criminals, and reconciliation in communities. There still remain issues of gacaca judgements made in favour of survivors not been enforced due to those found guilty being indigent. As well, many young survivors are still fighting for the right for land and property appropriated by others during and after the genocide to be returned.

While the organisers and leaders of the genocide were mostly sent for trial at the UN International Criminal Tribunal for Rwanda in Arusha, which resulted in less than 100 prosecutions, and closed in 2015. And appeals are now heard by the UN Mechanism for International Criminal Tribunals.

Implication for survivors and related vulnerable groups: Survivors are still fighting for justice for the genocide, in particular in the form of compensation still owed to them through awards made in gacaca trials which have not been honoured and enforced. Younger survivors will require support to enforce their right to property and land appropriated in the genocide. As well, a campaign for reparation for survivors bubbles under following an independent recommendation on how to address the issue was drafted by the International Organisation for Migration which was submitted to the Ministry of Justice for further consideration.

3.10 Genocide Survivors Support and Assistance Fund (FARG)

The Genocide Survivors Support and Assistance Fund (FARG) is a parastatal organisation set up in 1998 to provide vulnerable genocide survivors with support in of education, health, shelter, social assistance and income generation. Since the first National Social Protection Strategy was adopted in 2005, aiming at harmonising all social protection interventions across the country to contribute to poverty reduction, which has resulted in a number of areas of support previously delivered by FARG now channelled through other agencies.

As such, the principal focus of FARG today is to support the education costs of genocide survivors still yet to complete secondary school, and a select merit-based number through higher education. Over time, as survivors move through and out of the education system, FARG is decreasing in size, and is expected eventually to be wound down.

The current emergency assistance cash grants - which currently reach around 30,000 mainly elderly survivors - have now been integrated into the broader non-contributory social security programmes.

The Districts propose candidates for assistance to FARG, indicating into which social protection programme they should be incorporated. The Districts register the candidates on the respective programmes. FARG transfer funds to the respective social protection programmes and is expected to monitor the incorporation of survivors in the programmes.

Implication for survivors and related vulnerable groups: The greatest issues facing survivors in respect to FARG is the challenge that some face in being identified and recognised for support, particularly those living in more rural and isolated areas. There continues to be the need for local survivors organisations to advocate to ensure that they can access the support due to them. As well, there has historically been an issue of fraudulent claims for support by non-survivors which has diverted funds due to survivors. FARG is constituted only to support survivors, and as such second-generation survivors (such as children born of rape) are excluded from receiving support.

4. SURF Partners

SURF continues to build a meaningful and lasting positive effect to the lives of survivors of the genocide against the Tutsi 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.

The partners of Survivors Fund (SURF) currently 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
Barakabaho Foundation - Advocates for Orphans and Women Victims of Violence

All of SURF's work is supporting genocide survivors, and related vulnerable persons, in Rwanda. Our principal partners are:

4.1.1 AVEGA - Agahozo was 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.

4.13 GAERG is a national organisation founded by Rwandan Graduates who are Genocide Survivors with a mission of creating a world in which the memory of genocide is preserved and that the genocide survivor community can support and sustain themselves. It strives to ensure a dignified preservation of the memory of the genocide, building capacity through education, socioeconomic development, and advocacy for beneficiaries. They empower the members and beneficiaries to be self-reliant through their various programs.

5. SURF Projects

The project that SURF is in a position to deliver is dependent on the funding available. However, there are a number of flagship projects which we will strive to sustain, and where possible expand over the period of the Strategic Plan through to 2020, mainly delivered by our three principal partner organisations, AVEGA, AERG and GAERG. These are:

5.1 Widowed Survivors Livelihood Development

In partnership with AVEGA, SURF provides holistic support to widowed survivors and their dependants, to reduce extreme poverty of widows. The work fosters self-reliance in widows through the establishment of marketable businesses thus positively impacting their lives, through a model which supports them to form income generating activities (IGA) groups and then provides access to funding for projects through a Loan Guarantee Fund. Participants are provided with

training, and encouraged to establish savings groups to offset, or reduce, the size of loans required to support their businesses.

The livelihood development training fosters group collaboration and cooperative formation, resulting in enhanced social cohesion, reduced isolation and loneliness, and collective financial security among members for the establishment of new enterprises.

Where possible, support is targeted at HIV+ survivors, and also incorporates counselling and the provision of kitchen gardens, to supplement their nutritional needs, to enable them to fully participate in the project. As well, advocacy is undertaken for elderly widows who because of their advanced age cannot be supported through our livelihood interventions. We are advocating for them to receive greater support from local authorities and FARG, in particular to ensure that those living in dilapidated housing receive support for vital repairs.

5.2 Youth Entrepreneurship Training Programme (YETP) and Innovation Fund

Skills, jobs and entrepreneurship are key to the well-being of young survivors and also contribute to strengthening the Rwandan economy. SURF and AERG set up YETP with the aim of providing valuable skills to vulnerable young people, and of reducing youth unemployment in Rwanda.

Young survivors face more hurdles than most in education and competing in the job market. Those responsible for younger siblings, in orphan-headed households, have extra challenges without family to support them. With a strengthening knowledge-based economy Rwanda offers increasing opportunity, but competition for jobs and business creation remains fierce.

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

5.3 Community Counselling Initiative

Through counselling for women victims of genocide rape, Survivors Fund (SURF) and Foundation Rwanda provide counselling in a well-structured peer support approach.

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

These women, who were previously marginalised, stigmatised and alone in their trauma, are able to build their confidence and self-esteem, increase their knowledge, enhance positive emotions and reduce shame. The counselling groups also helped to improve relationships with their children and family. As part of the project, additional training and supervision is provided to the counsellors of AVEGA to enable them to more effectively deliver this support.

5.4 Educational and counselling support to children born of rape

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

Foundation Rwanda and Survivors Fund (SURF) are currently addressing the most pressing issues affecting youth born of rape and their mothers namely educational and psychosocial support, through providing funding for secondary school and, where possible, vocational training. Counselling support is provided through specially convened camps, which enables participants to develop relationships between each other and collectively provide support to deal with the unique psycho-social issues which they face.

It is expected that this programme will close at the end of 2019 when the final student has graduated from secondary school.

5.5 Legal and Counselling Helpline

The helpline was established in partnership with AERG to fill the gap in support for young survivors with legal and mental health challenges, so that they can access support regardless of where they are located. The project supports youth to resolve their legal cases, and provide counselling, through trained personnel and volunteers that operate it.

Since its establishment in 2013, the helpline has grown from a small pilot telephone-based service to an innovative, all-encompassing legal and counselling support service. By providing legal and counselling support services countrywide, the helpline has filled a necessary gap in support for vulnerable young survivors with outstanding legal disputes or suffering from trauma.

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

5.6 Livestock and Hardship Support Programme

Through funding from the Good Gifts Catalogue, an initiative of the Charities Advisory Trust, SURF is continuing to extend support to thousands of widows and orphans that are beneficiaries of an ongoing livestock and hardship support program, enabling them to become more independent and self-sufficient.

SURF aims to alleviate the impact of poverty on vulnerable survivors by strengthening their families to alleviate extreme poverty. Funding from Good Gifts helps to provide subsistence and household needs, which in some cases can also evolve into small income generating projects, which enable survivors to take a more active role in determining their lives.

Many survivors are supported through receiving livestock, agricultural materials, solar lights and cookers, and much more.

5.7 Other Projects

SURF continues to fund a number of legacy projects where historically we have provided support and their continues to be a need as determined by the local partner organisations. This includes support for survivors to access higher education where they require supplementary funding to that which is available from FARG (to afford accommodation, transport and scholastic materials), as well as for survivors and second-generation survivors to access education through provision of tuition fees where that is not available from FARG.

Many survivors lost their homes during the genocide. Though some received houses from government and NGOs after the genocide, many of these dwellings are now dilapidated and in dire need of renovation. As such, SURF supports the rehabilitation of such housing to ensure survivors have safe, secure and decent shelter.

Further support is provided around the commemoration of the genocide in April each year to enable local partner organisations to mark the anniversary through community events. This is extended as well to the documentation and recording of testimonies of survivors to ensure that their experience is recorded for posterity, and which can be used to raise awareness of the ongoing need for support for survivors.

An undercutting element of all of this work is building the capacity of the local partner organisations to more effectively deliver the projects, as well as to enable them to raise additional funding to support this work and other projects that they are independently pursuing, with the ultimate aim that they can be more self-sufficient and sustainable.

6. Strategic Plan

6.1 Overview

This Strategic Plan is informed by the SURF Strategic Plan 2015 - 2017. It sets out a demanding but exciting 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.

Our key themes and targets for 2018 - 2020 will be:

Direct support to rebuild lives

- Supporting survivors and related vulnerable persons to secure and sustainable livelihoods
- Survivors and vulnerable groups to have secured access to essential support
- Completing the education of young survivors and children born of rape

Advocacy and Capacity Building to sustain support

- Enforcing the rights and legal representation of survivors and related vulnerable persons
- Helping survivor organisations to become more sustainable for the long term

Definition of Related Vulnerable Persons:

Survivors Fund (SURF) is led by its partner organisations in determining which vulnerable persons it prioritises in its work. Though many of the organisations were initially set up by and for survivors of the genocide against the Tutsi, they now provide support to an array of other related vulnerable persons which include, but are not restricted to:

- Children born to women survivors raped during the genocide against the Tutsi
- Children born to survivors of the genocide against the Tutsi (second-generation survivors)
- Children infected and affected by HIV and AIDS
- Disabled and older persons living in survivor-headed households

6.1.1 Direct support to rebuild lives

- Supporting survivors and related vulnerable persons to secure and sustainable livelihoods
- Survivors and vulnerable groups to have secured access to essential support
- Completing the education of young survivors and children born of rape

By 2020 we will increase the number of survivors and related vulnerable persons with secure and sustainable livelihoods.

Targets:

Over the next three years, we aim to:

- Reduce the number of very vulnerable survivors and very vulnerable related persons
- Increase the number of survivors and related vulnerable persons with secure, sustainable livelihoods

- Support our partners to deliver more support to survivors and related vulnerable persons 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
- Provide technical support and monitoring for income generating activities

By 2020 we will have delivered greater access to essential support for survivors and related vulnerable persons

Targets:

Over the next three years, we aim to:

- Secure greater access to care of older survivors and related vulnerable older persons
- Secure greater access to trauma counselling for survivors, and related vulnerable persons
- Increase the number of survivors and related vulnerable persons with decent housing

Actions:

We will:

- Be flexible in our response to emerging vulnerabilities of survivors groups
- Identify and engage new partners to support essential services for survivors
- Research and educate on the sensitivities of delivering essential services to survivors
- Advocate and raise funds for effective and expansive mental health provision for survivors
- Sustain the Counselling Helpline and Community Counselling Initiative
- Strive to raise and advocate for funding to build new homes, and renovate dilapidating housing for vulnerable survivors

By 2020 we will have completed the education of young survivors and children born of rape

Targets:

Over the next three years, we aim to:

- Support the completion of the education of young survivors and children born of rape
- Support the transition of survivors and related vulnerable young persons into employment
- Sustain funding for student survivors, and seek funding for new students

Actions:

We will:

- Extend our partnership with Foundation Rwanda to ensure that we fulfil our mutual commitment to ensure all 850 students on that programme complete their education
- Support young survivors to access higher education to ensure they have better opportunities to transition into employment

- Identify additional funding opportunities for TVET for these students, in particular, and ensure any new programmes are aligned with the Government of Rwanda strategy
- Support the transition of young survivors, and related vulnerable young persons from formal secondary education to take up more practical TVET opportunities

6.1.2 Advocacy and Capacity Building to sustain support

- Enforcing the rights and legal representation of survivors and related vulnerable persons
- Helping survivor organisations to become more sustainable for the long term

By 2020 we will have improved the enforcement of rights and legal representation of survivors and vulnerable groups in Rwanda

Targets:

Over the next three years, we aim to:

- ensure that more survivors and related vulnerable persons have access to legal representation
- raise awareness of the need for justice for survivors and related vulnerable persons
- mainstream rights of survivors and vulnerable groups into national development policies

Actions:

We will:

- Work with partner organisations to develop and secure funding for new legal programmes
- Support initiatives aimed at enforcing awards of compensation to survivors made at gacaca
- Support survivors and related vulnerable persons to bring legal cases
- Support survivors and related vulnerable persons to fully participate in civic life
- Actively rebut and respond to genocide denial
- Develop partnerships with international organisations to advocate for the rights of survivors and related vulnerable persons in Rwanda
- Develop the capacity of partners to ensure that survivors and related vulnerable persons are fully included in the National Social Protection Strategy

By 2020 we will have helped survivor organisations to be more sustainable for the long term

Targets:

Over the next three years, we aim to:

- Ensure that our key partners are generating more revenue
- Strengthen the capacity of SURF to deliver the support requested by partners
- Develop new partnerships in strategic areas to deliver financial security in the long term
- Support the organisational development of our local partner organisations
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Actions:

We will:

- Develop strategies that ensure core funding to sustain SURF's support to partners
- Ensure effective governance of SURF, and strengthen the governance of our partners
- Train, develop and support the staff of SURF, and the staff of our partners

- Support partners to develop and fundraise for institutional revenue generation activities
- Support our partner survivor's organisations to develop new partnerships
- Pilot new approaches to revenue generation in Rwanda, and support our partners to do so too
- Work with partner organisations to develop and secure funding for new social enterprises

7. 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 and other groups of vulnerable persons. 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 supporting survivors of the genocide, and related vulnerable persons, in Rwanda.

8. 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.

To strengthen our communications we will:

- Highlight the challenges and rights of survivors and related vulnerable persons in Rwanda
- 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 our website and social media, mobilise individuals to be long-term SURF supporters
- Vigorously implement and communicate the strategic aims and objectives in this strategic plan
- Actively use information technology for engaging our partners, supporters and the public

Use communications to build public awareness in the UK and beyond of the genocide, its long-term consequences and the plight of survivors and related vulnerable persons in Rwanda.

9. Development

Development is about generating the greatest possible resources and applying them to make the biggest difference to survivors and other vulnerable groups in Rwanda. 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 currently have a dependency on a small number of 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 2016, we raised over £700,000 and overall SURF plans to remain an organisation that is raising on average £500,000 a year, in order to continue to sustain our core operations and extend our project activities.

Though enabling funds for partners, even if they are not channelled through SURF, is as critical if not more critical than SURF raising its own funding to the strategic plan.

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 DFID, and aim to seek to secure new funders - those based in the UK, as well as those based internationally too.

10. Human Resources

Survivors Fund (SURF) works as a small high performing team that focuses on inspiring quality and results oriented action. The model is based on maximising our human resources in Rwanda which are on the frontline supporting the delivery of the work, with a part-time resource in the UK.

People make SURF what it is and could become in the future; be they governance, staff, volunteers or supporters. We continue to strive for best practice in how we manage our human resources through non-salary benefits such as health insurance, maternity cover, paid holidays and severance all above the statutory minimum in Rwanda.

We will do more to improve the governance of the organisation and carry out annual reviews of performance. We will invest more in our staff in our Rwanda office to ensure we have high levels of professionalism and efficiency, united by making a difference to the lives of survivors and related vulnerable persons in Rwanda.

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

11. Finance and Risk Management

We 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 monitor and manage risk to identify and mitigate any issues as early as possible.

The financial framework will support the costed consolidated work plans of SURF UK & Rwanda. The accounts of our UK and Rwanda offices are consolidated, and each year we commission an external audit of our consolidated accounts. The approved accounts are filed on time to Companies House and the Charity Commission.

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

12. Monitoring and Evaluation

SURF actively monitors all projects and continues to practice an overall participatory programme review with our partners every year. The strategic plan is regularly reviewed, and the performance of the organisation assessed against the framework.

SURF ensures the external evaluation of all projects its supports, where funds are available, and publishes these externally on our website. Learnings from the evaluations are reviewed and where possible implemented to improve our future performance.

Performance monitoring highlights progress in implementing the three-year strategic plan. The strategy is subject to annual reviews at trustee away days. The SURF Annual Review provides evidence of the difference we are making.