



*Supporting Survivors of the Genocide against the Tutsi in Rwanda*

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**SURVIVORS FUND (SURF)  
STRATEGIC PLAN  
2021 - 2023**

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## Executive Summary

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.

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 effects of old age
- **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

The work of Survivors Fund (SURF) addresses these challenges, through supporting genocide survivors, and related vulnerable persons, in Rwanda. We work with three principal partners:

[AVEGA Agahozo](#) - National Association of Widows of the Genocide

[AERG](#) - National Student's Association of Genocide Survivors

[GAERG](#) - National Survivor's Association of Graduate Students

This Strategic Plan is informed by these partners, and the survivors that they represent. 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 programmes, 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 future direction and development of Survivors Fund (SURF).

Our key themes and targets for 2021 - 2023 will be:

### Direct support to rebuild lives

- **Secure sustainable livelihoods** for survivors and related vulnerable persons through a focus on income generating activities, entrepreneurship and employment
- **Improve the well-being** of survivors and related vulnerable groups through a focus on mental health provision, memorialisation and physical health education
- **Reduce the vulnerability** of survivors and related vulnerable persons through a focus on decent housing, food security and elderly care

### Advocacy and Capacity Building to sustain support

- **Improve the enforcement of rights** and legal representation of survivors and related vulnerable persons in Rwanda
- **Enable sustainability** of survivor organisations in Rwanda over the long term

## 1. 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**

- Secure sustainable livelihoods for survivors and related vulnerable persons
- Improve the well-being of survivors and related vulnerable groups
- Reduce the vulnerability of survivors and related vulnerable persons

#### **Advocacy and Capacity Building to sustain support**

- Enforce the rights and legal representation of survivors and related vulnerable persons
- Enable 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 2018-2020 Strategic Plan and sets out the aims, targets and actions for SURF and its partner's work; and forms the basis for our operational priorities. It explains how SURF intends to assist partners to achieve their own plans and priorities.

The Strategic Plan forms the basis of our implementation plan that describes how each area of work is being put into practice over the three-year period. The implementation plan 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 the context within which survivors are living in Rwanda, which in turn is 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 effects of old age
- **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 almost 13 million people (2020). It borders the far larger and richer Democratic Republic of Congo, as well as its closest East African neighbours, Tanzania, Uganda, and Burundi.

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.

However, Rwanda continues to make remarkable progress since 1994. Between 2008 and 2018, Rwanda has moved 19 places up the Human Development Index (HDI) of Countries and now ranks 157 out of 189. No other country has moved up as many places over this period. Poverty fell dramatically over this time and Rwanda's Gross National Income per capita has increased from \$796 in 2000 to \$1,959 in 2018. Growth has been pro-poor and inequality has reduced. Despite this, huge challenges remain. Despite poverty declining from 77% in 2001, it is still at around 55% in 2017. Inequality is reducing, but it is still high and it is constraining sustainable growth and poverty reduction.

Rwanda has guarded its political stability since the 1994 genocide against the Tutsi. Parliamentary elections in September 2018 saw women fill 64% of the seats, the Rwandan Patriotic Front maintain an absolute majority in the Chamber of Deputies and, for the first time, two opposition parties, the Democratic Green Party of Rwanda and Social Party Imberakuri, winning two seats each in the parliament. President Paul Kagame was re-elected to a seven-year term in the August

2017, following an amendment to the constitution in December 2015 allowing him to serve a third term.

Rwanda's strong economic growth was accompanied by substantial improvements in living standards, with a two-thirds drop in child mortality and near-universal primary school enrollment. A strong focus on homegrown policies and initiatives has contributed to significant improvement in access to services and human development indicators. Life expectancy at birth improved from 29 in the mid-1990s to 69 in 2019. The maternal mortality ratio has fallen from 1,270 per 100,000 live births in the 1990s to 290 in 2019.

*Implication for survivors and related vulnerable groups: 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. With many survivors living in rural areas many have not benefited as much from economic growth as those living in urban areas. Many are still entirely reliant on agriculture for subsistence and livelihoods and thus are vulnerable to climate change.*

### 3.3 Economy

The economy of Rwanda has undergone rapid industrialisation due to a successful governmental policy. Since the early-2000s, Rwanda has witnessed an economic boom improving the living standards of many Rwandans. The Government's progressive vision has been the catalyst for the fast transforming economy. President Kagame has noted his ambition to make Rwanda the "Singapore of Africa".

Today, Rwanda is a rural, agrarian country with agriculture accounting for about 63% of export earnings, and with some mineral and agro-processing. Tourism, minerals, coffee, and tea are Rwanda's main sources of foreign exchange. Despite Rwanda's fertile ecosystem, food production often does not keep pace with demand, requiring food imports. Energy shortages, instability in neighbouring states, and lack of adequate transportation linkages to other countries continue to handicap private sector growth.

The genocide decimated Rwanda's fragile economic base, severely impoverished the population, particularly women, and temporarily stalled the country's ability to attract private and external investment. However, Rwanda has made substantial progress in stabilising and rehabilitating its economy well beyond pre-1994 levels.

The government has embraced an expansionary fiscal policy to reduce poverty by improving education, infrastructure, and foreign and domestic investment. Rwanda consistently ranks well for ease of doing business and transparency.

Rwanda now aspires to reach Middle Income Country (MIC) status by 2035 and High-Income Country (HIC) status by 2050. This aspiration will be carried out through a series of seven-

year National Strategies for Transformation (NST1), underpinned by detailed sectoral strategies that are aimed toward achievement of the Sustainable Development Goals.

The NST1 came after the implementation of two, five-year Economic Development and Poverty Reduction Strategies—EDPRS (2008-12) and EDPRS-2 (2013-18), under which Rwanda experienced robust economic and social performances. Growth averaged 7.5% over the decade to 2018, while per capita growth domestic product (GDP) grew at 5% annually and inflation has been reduced to single digits.

*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**

In sub-Saharan Africa, Rwanda is one of the top-performing countries in education. 98 per cent of children are enrolled in primary school.

However, there are still several challenges in education. Although nearly every child enrolls into primary school, only 71 per cent of children complete their primary education. Classrooms are often too crowded, with an average of 62 students for every qualified teacher.

Just 18 per cent of children in Rwanda are enrolled in pre-primary education. There are too few pre-primary facilities, insufficient government budgeting for pre-primary education, and inadequately trained pre-primary educators.

The quality of education requires significant attention. Primary students score too low in numeracy and literacy exams. Teachers are also unable to teach in English, the official language of instruction, and rely too heavily on traditional, teacher-centred instruction.

Although there are relatively equal numbers of boys and girls in classrooms, girls are more likely to drop out of school. Boys also outperform girls in 26 of Rwanda's 30 districts. Girls are also significantly under-enrolled in technical, vocational and tertiary education.

*Implication for survivors and related vulnerable groups: Survivors have benefited from access to schooling since the establishment of the Government Assistance Fund for Vulnerable Genocide Survivors (FARG) in 1998. Over 100,000 survivors completed secondary school with support from FARG, of which a further 33,000 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. There is a particular need for more vocational training to enable school graduates to transition into employment.*

### 3.6 Health

Healthcare in Rwanda was historically of poor quality, but in recent decades has seen great improvement. Rwanda operates a universal health care system, and is considered to have one of the highest-quality health systems in Africa.

President Kagame made healthcare one of the priorities for the Vision 2020 development programme, boosting spending on health care to 6.5% of GDP in 2013, compared with 1.9% in 1996. The government has devolved the financing and management of healthcare to local communities, through a system of health insurance providers called mutuelles de santé.

Since 2011 premiums have varied on a sliding scale according to wealth, with the poorest citizens entitled to free health insurance (through a Rwf 2,000 subsidy paid by government) and the wealthiest paying premiums of Rwf 7,000 per adult. As of 2019, around 90% of the population is covered by the scheme.

Rwanda's healthcare system operates 499 health centers, 680 health posts which are mainly involved with the outpatient programmes such as immunizations and family planning services, a number of dispensaries, and 42 district hospitals. There is a network of 58,286 Community Health Workers who provide primary care in the 14,837 villages and make referrals.

HIV prevalence in Rwanda is 3.1% among adults ages 15 to 49. The prevalence rate has remained relatively stable, with an overall decline since the late 1990s, partly due to improved HIV

surveillance methodology. In general, HIV prevalence is higher in urban areas than in rural areas, and women are at higher risk of HIV infection than men. Young women ages 15 to 24 are twice as likely to be infected with HIV as young men in the same age group. While stigma continues to be a problem for people living with HIV/AIDS, the situation is slowly improving due to good information sharing at all levels about HIV/AIDS.

*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 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 issues related to access to care and treatment for HIV+ survivors related to wanting to access support confidentially through partner clinics, as well as poorer survivors having difficulty to afford mutuelle de sante.*

### 3.7 Social Protection

The Rwanda's National Social Protection Sector Strategy 2018-2024 and the updated Social Protection Policy of 2017 define social protection as: All public and private insurance and income transfer schemes as well as social care services that, together, ensure that all citizens, especially the most vulnerable and marginalized, 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. The mission of the social protection sector is to ensure that 'All Rwandan citizens have a dignified standard of living, are protected from social exclusion, neglect and abuse, and are supported to access employment and other livelihood opportunities.'

The social protection sector is coordinated by the Ministry of Local Government (MINALOC) with support from various ministries and agencies. Starting from small and fragmented social support interventions a decade ago, Rwanda has developed a nationwide social protection program entitled the Vision 2020 Umurenge Program (VUP) to eradicate extreme poverty by 2020. With the support of the World Bank and other development partners, the VUP has been expanded, currently reaching over a million beneficiaries, over 50% of whom are female. It covers both contributory and non-contributory schemes with a particular focus on livelihood support services or cash plus initiatives which target support to vulnerable groups:

- Since the VUP's inception in 2008, more than 2,200 projects have been implemented under its public works component, which has employed more than 800,000 households, and generated more than 40 million paid working days.
- The classic public works program grew from 30 sectors with 18,304 households in 2008 to 244 sectors (out of 416 sectors in the country) and is currently benefiting 133,102 households of which over 50% are female headed.
- The gender and child sensitive Expanded Public Works component which offers flexible year-round work schedule to moderately labor-constrained households particularly those caring for young children and other dependents, was introduced in 2016/2017. It currently

covers 150 sectors with 22,583 households, more than 72% of which are headed by women.

- The direct support (cash transfers) grew from 6,850 households in 2009, to cover the entire country with 107,106 households as of April 2019
- Overall, different components of VUP benefit more than one million individuals in all the targeted households.

*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 post-traumatic stress disorder (PTSD) was found in each of these groups.

The recent Rwanda Mental Health Survey (RMHS 2018) conducted by the Rwanda Biomedical Centre (RBC) revealed the increased prevalence of various mental disorders within the general Rwandan population and within genocide survivors. Results from this survey indicated that:

- Major depressive episodes (MDD) occurred in 12% of the general population and 35% of Genocide Survivors
- Post-Traumatic Stress Disorder (PTSD) occurred in 3.6% of the general population and 27% of Genocide survivors

Survivors and their families continue to present with considerable rates of posttraumatic stress disorder (PTSD) and substantial depressive and anxiety symptoms. Studies evidence 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 (with only 10 psychiatrists in the country) and a small budget for mental health services. There remains two centres (Le Centre Psychothérapeutique Icyizere and CARAES Ndera neuropsychiatric Hospital) in the Rwanda health care system which provide 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 survivor's 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.

There are an estimated 25,000 people still in prisons in Rwanda for their role in the genocide. An estimated 5,000 of them are due to be released from prison through to 2022. 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. Any 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 still require support to enforce their right to property and land appropriated in the genocide. There are still a number of high-level genocidaires at large, though several are now in custody and awaiting trial. The recent release of perpetrators of the genocide in Rwanda is resulting in insecurity for survivors.*

### **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 fund shelter projects, with around Rwf 12 billion allocated to the shelter programme in 2019/20 intended to renovate the dilapidated houses of around 500 survivor-headed households. There are an estimated 2,100 houses though in need of urgent renovation nationwide. Most of the beneficiaries are elderly genocide widows.

Additional funding is channelled into medical care for survivors, particularly for older survivors, to treat non-communicable diseases including cancer, diabetes and coronary disease. There are around 5,000 survivors at university which receive support from FARG, all of which are expected to have graduated by 2024.

Beneficiaries of 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 of VUP. 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 transfers 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 survivor's 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.*

### 3.11 COVID-19

Rwanda was in the middle of an economic boom prior to the COVID-19 (coronavirus) pandemic.

The first case of COVID-19 in Rwanda was confirmed on 14 March 2020. In an attempt to stop the spread of coronavirus, the Rwandan Ministry of Health announced on 18 March, via Twitter, that all international commercial passenger flights would be suspended for 30 days, with effect from 20 March. Less than a day later, on 21 March, officials announced a two-week lockdown. Both public and private employees are to work from home, under strict measures. All borders were also closed, cargo and Rwandan nationals being exempt, with a mandatory 14-day quarantine.

This quick and extensive response has significantly reduced the spread of the virus compared to many of its neighbouring countries, and the first official death related to COVID-19 was not recorded in the country until 31<sup>st</sup> May 2020. However, a cluster of cases have resulted in local spikes, particularly in and around border areas (such as Rusizi).

The pandemic has disrupted international flows of goods and services with significant spillovers to the broader global economy. Exports and tourism are taking a strong hit amid disruption in international trade and travel. Rwanda is already feeling mounting balance of payment and fiscal pressures. This could negatively impact the provision of public health services with respect to COVID-19 response and preparedness capacity, as well as adversely affect the provision of other essential health service delivery in Rwanda, as healthcare workers and fiscal resources are redirected to the emergency response.

*Implication for survivors and related vulnerable groups: Malnourished individuals with compromised immunities are more at risk and susceptible to the spread of the virus, which puts HIV+ survivors in a high-risk category. There is a need for targeted efforts to ensure that nutritional support is available to this group, which SURF has been spearheading through making available mobile cash transfers for the purchase of food, as well as the distribution of livestock for food and to help generate a small income. There is also a need to ensure that survivors who tend to be more isolated in their community have access to mental health support due to the greater risk of enduring challenges resulting from either lockdown or self-quarantine.*

#### 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](#) - National Association of Widows of the Genocide

[AERG](#) - National Student's Association of Genocide Survivors

[GAERG](#) - National Survivor's Association of Graduate Students

[Solace Ministries](#) - Christian Association of Survivors of the Genocide

[Uyisenga N'manzi](#) - Survivors' Association of HIV+ Orphan-headed Households

[IBUKA](#) - National Umbrella of Survivors' Organisations in Rwanda

[Kanyarwanda](#) - Association of Women Survivors of the Genocide and Sexual Violence

[Barakabaho Foundation](#) - Advocates for Orphans and Women Victims of Violence

[Dukundane Family](#) - Association of Genocide Survivors formerly in membership of AERG

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-agahozo.org](http://www.avega-agahozo.org).

**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 <https://aerg.org.rw/>.

**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 members to be self-reliant through their various programs. It has a website at <https://gaerg.org.rw/>.

## 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 2023, 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. Also, vulnerable survivors receive solar lights and clean cookstoves which help provide a sustainable and salubrious energy source, whilst reducing household expenditure. 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 GAERG 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 support of INSPIRE!africa 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. There continues to be a focus on business workshops, internship linkages, and employment workshops. 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.

In partnership with GAERG, SURF helped set up an Investment Trust Fund, dubbed G-Innovation Development Fund (GIDF). The Fund is a pool of investments aimed at assisting young survivors to create and grow their businesses. The Fund invests in businesses at various stages, including seed stage, late stage and early stage.

Applicants benefit from capacity building before being given the capital to start their own businesses. The Fund is open-ended, meaning it is willing to attract investments from anyone. It has an independent board of trustees with a diverse array of experience.

### **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 Livelihood and counselling support to children born of rape**

Through funding from Foundation Rwanda, SURF is addressing the livelihood 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, has never considered 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.

Our Foundation Rwanda programme previously focused on educational support for this group, though that component of the programme concluded in 2020. As such, the focus has transitioned into enabling opportunities for the target group to develop livelihoods, principally through access to

vocational training which then can lead to employment or self-employment. Counselling support is also provided through specially convened youth 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.

### **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 Youth Counselling Programme**

Thousands of youthful survivors of the 1994 genocide are only now confronting the horror of seeing their families murdered. They struggle to make ends meet, alone and vulnerable, prone to depression and hopelessness. Through support from our partner Network for Africa we are working with AERG to train counsellors who in turn train local people to become counsellors. The counsellors are themselves survivors who have endured trauma, so they are familiar with the challenges faced by people with depression and other mental health issues.

Groups have been convened across Rwanda. The group members then select two from their ranks to become Peer Support Counsellors for their group. Once their training is complete, they begin convening the groups every two weeks. During these sessions they raise awareness about trauma, anxiety, insomnia and depression.

Each session lasts about two hours, and enables people to share their problems, finding a degree of immediately relief by realising they are no longer alone. Everyone knows what they say is confidential, and the group is based on trust. They are taught techniques helping them focus on the positive aspects of their life, to take pride in their achievements, build self-confidence and to change their future prospects. When counsellors identify survivors who need individual help, they do home visits. When a participant has problems beyond the counsellors' capability, they are referred to SURF's professional counsellors.

Several of the groups have formed communal savings schemes and are growing crops together. The participants tell us they no longer feel isolated, and they are supported by their fellow group members. A new form of family has filled the gap left by their relatives who were murdered in the genocide. We are planning to extend this component of the programme in due course.

### **5.7 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, clean cookstoves, and much more.

### **5.8 Reaching Rwanda**

Sandhurst School has been running its ground-breaking Reaching Rwanda project in partnership with SURF since 2008. Pioneered by the Sandhurst School Deputy Head Samantha Hunt, who is also Chair of SURF, the Reaching Rwanda project has worked extensively in Rwanda by linking UK school students with survivors.

The project has three main aims:

- To inform students about the Rwandan genocide and of the continued plight of survivors of the genocide today
- To connect students with genocide survivors and enable them to become friends
- To enable students to become actively involved in improving the life chances of genocide survivors and to see the difference their efforts make

Devoted to improving education and livelihoods across Rwanda the project has in particular supported 'Ntarama Survivors Village' in Bugesera, Eastern Province. Support includes funding for school and university education, renovation and repair of dilapidated housing, provision of livestock and essential household items - as well as support for vocational training, and income-generating activities. Work is ongoing on a new Children's Centre for the village.

## 5.9 Other Projects

SURF continues to fund a number of legacy projects where historically we have provided support and there 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.

As of the time of writing of this strategic plan, SURF has developed several projects in response to the COVID-19 pandemic, which are focused on providing hardship and nutritional assistance for the most vulnerable households, as well as access to phone-based counselling. This enables us to provide counselling services remotely through several additional toll-free helplines that supplement the Legal and Counselling Helpline which is already in place and run by AERG. Such programmes will continue to be a priority for as long as there is a need to provide special support to vulnerable survivors and related vulnerable persons resulting from challenges of the lockdown and the continued threat of the virus.

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 2018 - 2020 and our partner organisations, and the survivors they represent. 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 programmes, 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 2021 - 2023 will be:

#### **Direct support to rebuild lives**

- Secure sustainable livelihoods for survivors and related vulnerable persons
- Improve the well-being of survivors and related vulnerable groups
- Reduce the vulnerability of survivors and related vulnerable persons

#### **Advocacy and Capacity Building to sustain support**

- Enforce the rights and legal representation of survivors and related vulnerable persons
- Enable 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.

Related Vulnerable Persons 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**

- Secure sustainable livelihoods for survivors and related vulnerable persons
- Improve the well-being of survivors and related vulnerable groups
- Reduce the vulnerability of survivors and related vulnerable persons

**By 2023 we will secure sustainable livelihoods for survivors and related vulnerable persons through a focus on income generating activities, entrepreneurship and employment**

#### ***Targets:***

Over the next three years, we aim to:

- Increase the number of survivors and related vulnerable persons with secure, sustainable livelihoods
- Support access to entrepreneurship and employment programmes for young survivors and children born of rape in particular through vocational training
- Enable more survivors and related vulnerable persons to access training and loans to pursue income-generating activities

#### ***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
- Provide technical support and monitoring for income generating activities

- Extend our partnership with Foundation Rwanda to identify and pursue additional opportunities for vocational education and training for young people born of rape
- Support young survivors, young people born of rape, to ensure they have better opportunities to transition into employment and take up more practical TVET opportunities
- Identify additional funding opportunities for TVET for these students, and ensure any new programmes are aligned with the Government of Rwanda strategy

**By 2023 we will improve the well-being of survivors and related vulnerable persons through a focus on mental health provision, memorialisation and physical health education**

*Targets:*

Over the next three years, we aim to:

- Improve the well-being of more survivors and related vulnerable persons
- Secure greater access to counselling for survivors, and related vulnerable persons
- Ensure that survivors, and related vulnerable persons, can fully memorialise the genocide
- Increase uptake of physical activity by survivors, and related vulnerable persons

*Actions:*

We will:

- Identify and engage new partners to support essential services for survivors
- Research and educate on the sensitivities of delivering essential services to survivors
- Support and raise funds for effective and expansive mental health provision for survivors
- Sustain the Counselling Helpline and Community Counselling Initiative to ensure universal access to mental health support to any survivor and related vulnerable person in need
- Research and raise awareness of the challenges resulting from the intergenerational inheritance of trauma and models to address it, such as through youth counselling camps
- Support and publicise any books, films and projects which document the experience of survivors and related vulnerable persons
- Work with the Government of Rwanda and IBUKA to ensure the fit and proper burial of the remains of victims of the genocide, and the preservation of memorial sites
- Raise awareness of the importance of physical activity in improving health outcomes

**By 2023 we will reduce the vulnerability of survivors and related vulnerable persons through a focus on decent housing, food security and elderly care**

*Targets:*

Over the next three years, we aim to:

- Reduce the number of vulnerable survivors and related vulnerable persons in need
- Secure greater access to care of older survivors and related vulnerable older persons
- Increase the number of survivors and related vulnerable persons with decent housing
- Improve the food security of survivors and related vulnerable persons

*Actions:*

We will:

- Be flexible in our response to emerging vulnerabilities of survivor's groups
- Strive to raise and advocate for funding to build new homes, and renovate dilapidating housing for vulnerable survivors
- Develop new projects, and ensure that existing projects, include a focus on food security where possible, particularly through sustainable models such as kitchen gardens
- Provide and uphold the right of elderly survivors to hardship support, such as made possible through mobile cash transfers
- Ensure vulnerable survivors and related vulnerable persons can access essential household items, and where possible ensure they are sustainable (such as solar lights, clean cookstoves)
- Deliver support where and when required to households of survivors effected in particular by issues resulting from Covid-19

### **6.1.2 Advocacy and Capacity Building to sustain support**

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

**By 2023 we will improve 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 2023 we will enable 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

*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 enable our partners to do so with their staff
- Support partners to develop and fundraise for institutional grants from international donors
- Support our partner survivor's organisations to identify and 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
- Coordinate greater sector-wide participation of our partners and facilitate a strategic approach

## **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 will pursue any opportunities to develop our unrestricted funding through regular giving and continue to increase the efficiency of our fundraising operations. Ensuring synergies between our fundraising work and the rest of our programme agenda is critical. In 2019, we generated income of nearly £500,000 and overall SURF plans to remain an organisation at that level, which is currently sufficient to continue to sustain our core operations and progress our core 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. We ensure that there are rigorous procedures and policies in place, including on safeguarding, whistleblowing and anti-fraud.

## **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 principal 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 CEO of SURF reports progress against our key targets at each meeting of the Board of Trustees. The SURF Annual Review also provides evidence of the difference we are making.

Appendix 1

Theme	Target	Outcomes	Outputs	Indicator	Where are we now (2018-2020)	Where we hope to be (by 2023)	Min. Budget
<b>Direct support to rebuild lives</b>	<b>By 2023 we will secure sustainable livelihoods for survivors and related vulnerable persons through a focus on income generating activities, entrepreneurship and employment</b>	Increase the number of survivors and related vulnerable persons with secure, sustainable livelihoods	Strengthen the capacity of the partners to develop and deliver IGA programmes	Number of new IGA projects; Number of survivors supported, and IGA groups established	- 65 new IGA projects - 3,747 survivors supported through IGAs - 157 IGA groups established	- 70 new IGA projects -4,500 survivors supported through IGAs -200 IGA groups established	£600,000
		Support access to entrepreneurship and employment programmes for young survivors and children born of rape in particular through vocational training	Research new IGA opportunities and develop proposals with partners	Number of IGA proposals developed and funded	3 major IGA proposals funded: SEP, EVWEP, EVKEP	4 major proposals to be funded	
			Provide technical support and monitoring for IGAs	Number of visits made to the SURF partners and beneficiary IGA businesses	72 visits in total. 2 visits each quarter	72 visits. We plan to keep the same level of visits to partners	
		Enable more survivors and related vulnerable persons to access training and loans to pursue income-generating activities	Support the transition of young survivors, and other vulnerable young persons to TVET opportunities	Number of youth sponsored to attend TVET	150 youth sponsored to attend TVET	We aim to provide access to TVET to 250 youth born of genocide rape	
			Development of employment and entrepreneurship programmes with young survivors	Number of young people support to set up a business or to secure a job	Since ELE concluded in 2018 we have only supported around 100 young people into employment or business	We aim to support 500 young people to either set up a business or secure a job	

Theme	Target	Outcomes	Outputs	Indicator	Where are we now (2018-2020)	Where we hope to be (by 2023)	Min. Budget
<b>Direct support to rebuild lives</b>	<b>By 2023 we will improve the well-being of survivors and related vulnerable persons through a focus on mental health provision, memorialisation and physical health education</b>	Improve the well-being of more survivors and related vulnerable persons	Identify and engage new partners to support essential services for survivors	Number of new partners and grants secured	4 - Addax & Oryx, Clifford Chance, LAF Rwanda, Network for Africa	To maintain 3 of these new major partners, and to secure 3 new ones	£200,000
		Secure greater access to counselling for survivors, and related vulnerable persons	Research and educate on the sensitivities of delivering essential services to survivors	Number of relevant studies commissioned	1 major study was conducted on phone-based counselling	We aim to conduct 2 studies one on mental health and the other on entrepreneurship	
		Ensure that survivors, and related vulnerable persons, can fully memorialise the genocide	Advocate and raise funds for effective and expansive mental health provision for survivors	Number of survivors helped; Number/Value of grants secured	15,620 received mental health services through funding principally from N4A and Puebla	We plan to continue phone-based counselling and reach 20,000 beneficiaries	
			Sustain the Counselling Helpline and Community Counselling Initiative	Number of survivors helped	487 received counselling through the CCI, 12,000 accessed phone-based counselling	300 women and 200 youth to have access to CCI	
		Increase uptake of physical activity by survivors, and related vulnerable persons	Develop new programmes which promote physical activity for survivors	New funding from Comic Relief in partnership with Shooting Touch for a physical activity project	5,000 survivors to have improved access to physical activity through new projects such as with Shooting Touch		

Theme	Target	Outcomes	Outputs	Indicator	Where are we now (2018-2020)	Where we hope to be (by 2023)	Min. Budget
<b>Direct support to rebuild lives</b>	<b>By 2023 we will reduce the vulnerability of survivors and related vulnerable persons through a focus on decent housing, food security and elderly care</b>	Reduce the number of vulnerable survivors and related vulnerable persons in need	Strive to raise and advocate for funding to build new homes, and renovate dilapidating housing for vulnerable survivors	Number of homes renovated/built; Number of survivors helped with secure shelter	- 13 houses were renovated - 52 households were helped to secure shelter	- We will renovate 15 homes for survivors - 100 households to be helped to secure shelter	£150,000
		Secure greater access to care of older survivors and related vulnerable older persons	Raise awareness of the needs of older survivors and to support projects for new communities	Number of older survivors housed in older person communities for which SURF and partners helped to advocate	This is a new area of work for us	- 250 older survivors to be relocated and housed in new communities over the reporting period	
		Increase the number of survivors and related vulnerable persons with decent housing	Raise funding for kitchen gardens for survivor-headed household and where required hardship grants for nutritional support	Number of survivors having improved food security as a result to improved access to nutritious food	490 households received hardship support through CERP, and 160 households have kitchen gardens through EVSEP	To increase number of households with kitchen gardens to 250 over the reporting period	
		Improve the food security of survivors and related vulnerable persons	Raise funding for essential household items (such as solar lamps and clean cookstoves) for survivor-headed households	Number of survivors with more affordable, healthy and sustainable energy source	Over 500 survivor-headed households have received either a solar lamp or clean cookstove over the reporting period	A further 500 survivor-headed households to receive a solar lamp or clean cookstove	
		Increase number of livestock (cows, goats, chickens, pigs) gifted to survivors	Provide more livestock to survivor-headed households principally through the Good Gifts programme	Number of survivor-headed households receiving livestock through a SURF programme	Over 1,000 survivor-headed households have received livestock from Good Gifts or other project (such as CERP)	A further 1,000 survivor-headed households to receive livestock	

Theme	Target	Outcomes	Outputs	Indicator	Where are we now (2018-2020)	Where we hope to be (by 2023)	Min. Budget
Advocacy and Capacity Building to sustain support	By 2023 we will have enabled survivor organisations to be more sustainable for the long term	Ensure that more survivors and related vulnerable persons have access to legal representation	Support our partner survivor's organisations to develop new partnerships	Number of new partnerships established by partners	1 major new partner for AVEGA - GIZ	We will work with partners to secure 2 new partners	£200,000
		Raise awareness of the need for justice for survivors and related vulnerable persons	Pilot new approaches to revenue generation in Rwanda, and support our partners to do so too	Additional revenue generated by partner organisations	No flagship new approaches developed over the reporting period	We will work to develop the Demo Farm to generate income	
		Mainstream rights of survivors and vulnerable groups into national development policies	Work with partner organizations to develop and secure funding for new social enterprises	Number of new partner social enterprises developed	No major funding for social enterprises secured over the reporting period	We will consult with partners to determine support needed in this area of work	
			Develop strategies that ensure core funding to sustain SURF's support to partners	Value of new unrestricted funding generated by SURF	Majority of new unrestricted funding came from legacies and the Haines Trust	Continue to promote legacy giving, and sustain partnership with Haines Trust	
			Train, develop and support the staff of SURF, and the staff of our partners	Number of trainings attended, and number of participants	CEO and SURF Rwanda staff have regularly attended training sessions of their choice each year	Maintain the professional development budget for SURF Rwanda staff	
			Ensure effective governance of SURF, and strengthen the governance of our partners	Number of board meetings held, and partner meetings	4 board meetings are held each year, and 3 partners meetings	Maintain the same level of 4 board meetings each year, and 3 partners meetings	

Theme	Target	Outcomes	Outputs	Indicator	Where are we now (2018-2020)	Where we hope to be (by 2023)	Min. Budget
<b>Advocacy and Capacity Building to sustain support</b>	<b>By 2023 we will have improved the enforcement of rights and legal representation of survivors and vulnerable groups in Rwanda</b>	Ensure that our key partners are generating more revenue	Work with partner organisations to develop and secure funding for new legal programmes	Number of relevant proposals submitted; Value of new funding secured	Principal new funding for legal work was raised from the Legal Aid Forum with AERG	Opportunity to reapply to LAF Rwanda, and secure new funding from Clifford Chance	£150,000
		Strengthen the capacity of SURF to deliver the support requested by partners	Develop the capacity of partners to ensure that survivors and related vulnerable persons are fully included in NSPS	Number of sector working groups meetings attended	18 meetings attended over the reporting period	We will maintain our attendance to Justice and Social Protection sector working group meetings.	
		Develop new partnerships in strategic areas to deliver financial security in the long term	Actively rebut and respond to genocide denial	Number of opportunities taken to rebut genocide denial	We have posted relevant news on our website and social media channels	We will maintain our work to actively rebut genocide denial through our comms	
		Support the organisational development of our local partner organisations	Develop partnerships with international organizations to advocate for the rights of survivors and vulnerable persons in Rwanda	Number of new partnerships established	We have maintained our partnerships with organisations such as Redress and opinion formers such as Noam Schimmel	We plan to maintain these partnerships, and seek to engage new ones as and when opportunities arise to do so	
			Support survivors and related vulnerable persons to bring legal cases	Number of survivors supported; value of legal awards	- 1,379 legal cases supported - 755 cases resolved successfully	We hope to increase our work in this area to support 12,000 legal cases	
			Support initiatives aimed at enforcing awards of compensation to survivors made at gacaca	Number of survivors supported; value of restitution secured	253 cases related to gacaca were enforced	We will support advocacy work for compensation through gacaca enforcement of a further 200 cases	

Theme	Target	Outcomes	Outputs	Indicator	Where are we now (2018-2020)	Where we hope to be (by 2023)	Min. Budget
<b>Communications</b>	Recognition of the vital work of Survivors Fund (SURF) in supporting survivors of the genocide against the Tutsi in Rwanda	Greater awareness of the work of Survivors Fund (SURF) around the world, especially in the UK, US and Rwanda.	Show the difference we make, through our Annual Review	Annual review and website	An annual report has been published each year, and the website continues to be updated	Maintain annual reporting and development of new content for the website	£20,000
			Through our website and social media, mobilize individuals into becoming active long-term SURF supporters	Number of new supporters; number of unique website visitors, facebook likes and twitter followers	Currently around 50 regular donors, 1,500 unique visitors to the website each month, 1,000 twitter followers, 1,089 facebook followers	To improve the number of new donors by 25%, to increase web traffic by 50%, as well the number of facebook and twitter followers	
			To secure coverage of our work through online, print and broadcast media	Number of media hits	Approximately 2 major pieces of major media coverage a year	To maintain levels of media coverage for SURF, but to increase it with Foundation Rwanda coverage	