

# YEGO RWANDA

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## STRATEGIC PLAN

*Toward Growth and Sustainability*

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### 1.0 INTRODUCTION

#### 1.1 BACKGROUND

YEGO Rwanda is a charity that was registered by the Rwandan government in 2010. Its goal is to facilitate the healing from trauma of vulnerable women and youth in Rwanda, and to empower those it serves to become productive, self-supporting citizens. YEGO is unique among service agencies who support the vulnerable of Rwanda. It is the only organization that focuses on healing from trauma specifically through Post Traumatic Stress Disorder counselling and community-based therapeutic programs such as cultural dance.

#### 1.2 OBJECTIVES

The objectives of the strategic planning process are to:

- Ensure YEGO has the resources it needs to support its current programming
- Develop new programming to ensure YEGO clients have the potential to achieve financial self-sufficiency
- Develop a funding model to ensure the financial stability of the YEGO organization

#### 1.3 METHODOLOGY

This plan was developed by visits and interviews with those who are served by YEGO programs in their homes and schools. The writer conducted interviews with the administrators and board members of YEGO, and attended a round table discussion with members of the Women's Retreat Core Team that was facilitated by the Executive Director. The writer also visited the YEGO office and retreat centre where the women's retreats are held to get a sense of the space that YEGO currently utilizes, and what it will require as it continues to grow.

## **2.0 ORGANIZATIONAL PROFILE**

### **2.1 HISTORY**

YEGO Rwanda was founded by Emmanuel Gatera and Athanasie Mukerutesi in 2010 and registered as an official Rwandan charity that same year. YEGO began to meet the needs of traumatized and vulnerable Rwandan youth by providing counselling, educational support and opportunities for healing through participation in Rwanda cultural practices, specifically dance.

It became clear that the caregivers of Rwandan youth suffered from trauma in ways that kept them from being able to support the children they cared for. YEGO developed a women's ministry that includes counselling, food support, and the opportunity for healing through storytelling at women's retreats.

YEGO has served approximately 560 youth and 180 women since its inception. In 2012 YEGO Rwanda entered into an association with YEGO Canada Foundation, a foundation chartered under the Societies Act of the Provincial Government of Alberta, Canada. The YEGO Canada Foundation is the fundraising arm of YEGO Rwanda, and does not set policy or direct operations.

### **2.2 VISION**

YEGO Rwanda provides care and support to traumatized women and youth in Rwanda, promotes psychological and spiritual healing, and offers Rwandan youth an environment of reconciliation, peace and tolerance.

### **2.3 MISSION**

Our mission is to empower traumatized women and youth to become psychologically and spiritually healthy and self-reliant.

### **2.4 VALUES**

The core values of the organization are:

- Transparency in operations
- Compassion for the vulnerable
- Support of all without regard for religious denomination or ethnicity
- Community-based decision making
- Self-reliance

### **2.5 STAKEHOLDERS**

The key stakeholders in YEGO Rwanda are the people it serves and the people who serve them. The YEGO Board provides oversight, and day to day operations are managed by the President and Executive Director.

## **3.0 CURRENT OPPORTUNITIES AND CHALLENGES**

YEGO Rwanda is now a well-established organization with a dedicated team of volunteers, Board members, counsellors and program leaders. The success of YEGO can be measured by the success of its beneficiaries in their personal healing and how that has changed their lives for the better.

### **3.1 ENVIRONMENT AND GOVERNMENT SUPPORT**

The trauma of the Rwandan Genocide of 1994 is still being experienced by many Rwandese people. The Rwandan Government's Vision 2020 document states that improved health outcomes are of national importance and the government is encouraging the non-profit sector to play a part in creating a healthy Rwandese society. There is great demand for YEGO services and because YEGO and the Rwandan government share the same priorities there is little chance that the demand for YEGO services will diminish.

### **3.2 RESOURCES**

The greatest resource that YEGO possesses is its people. It is served by dedicated leadership at the Board and administrative levels, and many of those who have been helped by YEGO want to contribute to the continued success of the organization. YEGO has professionally trained staff and counsellors, and the local district administration is very supportive of YEGO's work. YEGO has a well-established network of suppliers who are willing to support YEGO by offering discounted prices for services. YEGO has the willingness and capacity to make alliances with those who share the YEGO vision.

### **3.3 REVENUE**

YEGO's greatest weakness is the lack of a continuing, reliable revenue stream. At the moment, it relies on funds raised by YEGO Canada for its operating budget and those funds cannot be guaranteed. As a result, consistent, long-term budgeting is difficult. Lack of funding means that YEGO does not have the space it requires, cannot adequately pay staff, and cannot expand its programming.

YEGO generates great support from those it serves and so there is the possibility to develop new revenue streams as YEGO helps more of those it serves become self-reliant through the formation of, for example, a women's cooperative. YEGO could also generate income if it was housed in a facility that could be rented to outside groups for weddings and other social functions.

## **4.0 LOOKING AHEAD**

### **4.1 OBJECTIVES**

Within 5 years, YEGO aims to achieve the following objectives:

- Purchase land for a building that will contain office and program space for YEGO, and space that can be rented out to other groups. Ideally, this land would allow for Community Supported Agricultural initiatives to generate an additional revenue stream for both the YEGO women and the YEGO organization.
- Develop a women's cooperative that will allow women served by YEGO to develop skills and generate income for both themselves and YEGO.
- Expand current counselling and cultural programs so that youth involved in this programming may find employment as musicians and dancers.

### **4.2 KEY INDICATORS**

Achievement of the objectives will be measured using the following key indicators:

- Board members with expertise in development and fundraising are identified and recruited.
- Benefactors are encouraged to travel to Rwanda to see the work that YEGO is doing.
- Potential sources of development money are identified and engaged.
- Suitable land is identified and purchased, rented or leased.
- Market surveys are completed to discern the kind of cooperative that will be financially viable and will match the capacities of the YEGO women.
- The expertise required for building design and construction is located and in place.
- Training required for the women in the cooperative is identified and in place.

### **4.3 SERVICE AREA**

YEGO currently serves the districts that comprise greater Kigali. However, as YEGO continues to grow, it could expand its reach to any population within Rwanda.

### **4.4 FUNDING**

YEGO will seek development funds from foundations and NGOs in Canada, the United States, Africa and wherever else YEGO's benefactors may be found. YEGO will continue to seek partnerships with any organization which shares its values of healing and reconciliation.

YEGO has developed a successful operational model over the last 8 years. It is a credible organization in the work of personal and community healing. The YEGO story is well-known among its small group of benefactors. Now is the time to tell the story of what YEGO could do if it had the resources.

The YEGO story will be told through social media campaigns developed by both YEGO Canada and YEGO Rwanda, and social media crowd funding programs will be initiated.

#### **4.5 5-YEAR VISION**

In five years, YEGO Rwanda will be operating its counselling, retreat programming, youth cultural programming and Computer Assisted Learning programs out of its own space. It will have paid staff funded by the revenue generated by the YEGO women's cooperative, space rental, and continued donor support. YEGO youth are finding the support they need to be successful in school and are supporting YEGO programming as volunteers. There is a succession plan in place. YEGO is growing, is financially stable, and developing new programs that are responsive to the needs of Rwandans.

## **5.0 APPENDICES**