

STRATEGIC PLAN BRIDGING For the period of 2013-2016

(Plan was authorized by Special First Strategic Planning Meeting
Board of Director & Staff Members of September 8th, 2012)

I. INTRODUCTION

Surviving Minds (www.survivingminds.ca) is a local and international non for profit organizational charitable registered under the Ontario Corporation laws, Canada. The main office of the surviving Minds will be in Ontario-Canada and its international office in Lubumbashi, the Democratic Republic of Congo-Africa. Surviving Minds is an organization that provides services to trauma survivors and connects refugees to sponsorship program to immigrant to Canada.

Surviving Minds is the trauma survivor's treatment from the whole person in body, mind, and spirit to the self – reliance. Surviving Minds is relatively a new organization registered on March 2012. This is our first strategic plan and process for a three year period, after that we will develop a new strategic plan, after evaluation, every five years.

HOW THE PLAN WAS DEVELOPED

Citizens from Canada, French, and Congo, the Democratic Republic, Tanzania and Zambia among them religious, pastors, business men, financial managers and Canadian students have banded together to respond to the children, girls, women and men survived of traumatic incidents and struggled to be healed in body, mind, and Spirit. We work to help the children of God with humanity services.



Dr. Elisabeth Schauer, Gilbert & Prof. Thomas Elbert

II. THE ENVIRONMENTAL SCAN

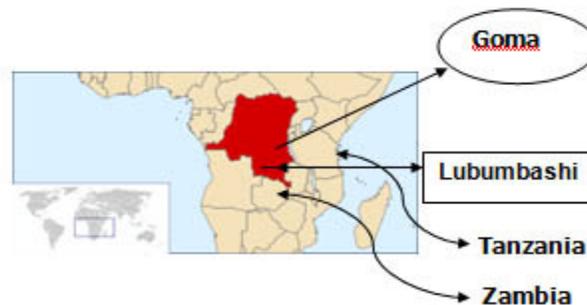
A. ORGANIZATION HISTORY

In the Democratic Republic of the Congo, the prevalence and intensity of rape and other forms of sexual violence have been described as the worst in the World. The clauses which the ministry constitutes, with the explanations of the establishment of the ministry organization, the individuals, volunteers are to be considered for charitable purpose resources.

SURVIVING MINDS ('SURVIVRE LES AMES') wants to be a not-for-profit organization for the caring of women, girls and children, works in partnerships with individual donors, grants, friends, and corporate contributions, religious organizations, and governments, International NGOs, Governments, UN Organizations and Crisis Centres for victim services. Created in Waterloo, Canada under the name of: SURVIVRE LES AMES (in French) or SURVIVING MINDS (in English), as an international ONG to provide services to trauma survivors in the Democratic Republic of Congo - Africa with a main office in Ontario - Canada. Surviving Minds provides treatment for the whole person in body, mind, and spirit.

B. CONTEXT

Africa: THE DEMOCRATIC REPUBLIC OF THE CONGO



Human Rights Watch defines sexual violence as "an act of a sexual nature by force, or by threat of force," and rape as "a form of sexual violence during which the body of a person is invaded, resulting in penetration, however slight, of any part of the body of the victim, with a sexual organ, or of the anal or genital opening of the victim with any object or other part of the body."

Today, the Democratic Republic of the Congo, particularly the eastern region of the country, is known as the rape capital of the world. The law specifically prohibits rape and provides penalties of 10 to 20 years imprisonment for things such as child and forced prostitution, pimping, and trafficking for sexual exploitation. However, the unimaginable cruelty of sexual violence reported in the DRC conflict includes: public rape in front of the family and community, forced rape between victims, the introduction of objects into the victims' cavities, pouring melted rubber into women's vaginas, shooting women in the vagina, and inducing abortions using sharp objects.



Woman victim of sexual abuse, Congo, April 2, 2012

RAPE STATISTICS:

In October 2004 the human rights group Amnesty International said that 40,000 cases of rape had been reported over the previous six years; the majority occurring in south east of the Congo. This however is an incomplete count, as the humanitarian and international organizations compiling these figures do not have access to much of the conflicted area. The only women who have reported for treatment have been included. It is estimated that there are as many as 400,000 surviving rape victims living in the Democratic Republic of the Congo today (*Dr. Mukwege, D., 2010*).

Tens of thousands of women and girls in the DRC have become victims of sexual violence over the past fifteen years. UNFPA has also reported that over 65 percent of victims during that time were children. The majority of this percentage was adolescent girls while roughly 10 percent of child victims are said to be less than 10 years old. Again, because the majority of rapes are not reported due to a victim' shame and fear of social repercussions, these statistics should be taken as the bare minimum.

MEDICAL RAMIFICATIONS:

Adequate medical care for those injured is very hard to come by, and many survivors remain ill or disfigured for the rest of their lives. Young girls and women who are not educated will remain in danger from lack of education which can lead to fistulas or even death.

Sexual assault has also contributed to the HIV rate increase in these regions. The rapists often infect women with HIV and other sexually transmitted diseases. The Provincial Synergy for Katanga estimates that 22 percent of rape victims in the province are HIV-positive."

PSYCHOLOGICAL AND SOCIAL RAMIFICATIONS:

There are also many psychological and social consequences to being the victim of sexual violence. Victims often suffer from Post-Traumatic Stress Disorder (PTSD), depression, and suicide. This can be particularly severe in cases in which men have been forced at gunpoint to sexually assault their daughters, sisters, or mothers.

The most common social consequence for victims of sexual violence is isolation from their families and communities. Raped women are seen as impure, frequently leading to them being abandoned by their husbands or having trouble remarrying. The most extreme versions of this stigmatization can lead to "honor killings" in which the victim of sexual violence is murdered by her family or community due to the belief that she has brought them shame and dishonor. Young women and girls who are cast outside of their homes, or leave due to shame will most likely become even more vulnerable to further abuse.

C. ORGANIZATIONAL STRUCTURE – EXECUTIVE

FIRST BOARD OF DIRECTORS OF STRATEGIC PLAN

The Board of Directors are the first members consulted, called and selected to be directors of the organization, these authorization designates current first board member’s approval direction and action plans described in this strategic plan document are:

Name of Board Member: ----- Date Signed: -----

- MR. GILBERT (REV.) N’SENGA – FOUNDER, BOARD MEMBER /WATERLOO, CANADA
- MR. AMINIEL MUNGURE - BOARD MEMBER/ARUSHA, TANZANIA
- MS. DUSSOU NGOYA - BOARD MEMBER/ TORONTO, CANADA
- MRS WENDY RELF - BOARD MEMBER /WATERLOO, CANADA
- Mr. CHRISTOPHER GAUTREAU- BOARD MEMBER /WATERLOO, CANADA
- MR. GUILLAUME MULONGO - BOARD MEMBER / PARIS, FRANCE
- MR. CHRISTIAN WA N’SENGA - BOARD MEMBER/ OTTAWA, CANADA
- MR. MWANA N’SENGA - BOARD MEMBER/OTTAWA, CANADA
- MR. SYLVAIN MULONGO KALALA, LUBUMBASHI, D.R. CONGO

BOARD MEMBERS annually meet in General Meeting at the end of each March, the month can change as the organization grows up.

- a) All members and staff officers are entitled to attend the General Meeting in person or via an authorized representative.
- b) General meetings are called by written notice and shall be held every two years thereafter.

- c) Except for the chair of the meeting, who had a second vote, every member present in person or through an authorized representative is entitled to one vote on every issue.
- d) At the G.M. the members: shall receive the reports, financial year-end reports, and the election of officials to replace those retiring from office will be every four years.
- e) The chair of the charitable organization shall be elected for the following five years.
- f) They shall appoint an auditor to examine the charitable organization accounts. They shall discuss and determine any issues of policy or deal with any other business brought forward.

ROLES OF DIRECTOR MEMBERS:

- a. President: - Gilbert (Rev.) N'SENGA: Presides over all meetings of the organization and serves as Chairperson of the Executive Committee. Acts as the official representative of the organization at meetings, events, and other engagements.
- b. Vice-President:- Aminiel MUNGURE: Preside at meetings of the organization in the absence of the president. Succeed the president if the president is unable to complete his/her term of office. Will coordinate committees when they are created.
- c. Secretary: - Wendy Relf: Records and produces minutes of all meetings. Handles the organization's correspondence. He or she is in charge of Human Resources.
- d. Treasurer: - Handles all financial transactions of the organization. Maintains thorough and accurate records of all transactions. Produces financial reports as required by the organizations_ Careers, teachers, students, and Retired Volunteers.
- e. Staffing: – Services of staff are provided by volunteers in social workers, counselors, therapists, psychotherapists, graduate students and professional volunteers, physicians, nurses, community educators and spiritual careers, and administrators...

SPECIAL GENERAL MEETING (SGM)

A SGM can be called to discuss a particular issue regarding the management of the organization, if there is a quorum of one half or one third. The standing committee of this organization shall be the Executive Committee. Members of the organization are eligible to stand for the E.C; they are selected, employed and confirmed by the G.M.

STAFF ORGANIZATIONAL & THEIR ROLE

Staff members are volunteers called according to their competence to play their role in the organization. These for the moment are:

MR. GILBERT (Rev.) N’SENGA, PRESIDENT & EXECUTIVE DIRECTOR

MR. CHRISTOPHER GAUTREAU, WEBMASTER, PROGRAM & FUNDS DEVELOPMENT

MRS. WENDY RELF, TREASURER & ADMINISTRATIVE SECRETARY

MS. DUSSOU NGOYA, VOLUNTEER & PARTNERSHIP LIAISON COORDINATOR

....., REFUGEE SPONSORSHIP CONNECTION COORDINATOR

....., INTERIM FUND DEVELOPMENT OFFICER

COORDINATES the organization to identify the elements- the activities, attitudes, assumptions, – that keep the organization from fulfilling its mission. Then uses this to identify the critical determinations of success. PD coordinator is the chef of Board Meeting organization that Board and staff can provide useful input to the process.

The standing committee of this organization shall be the Executive Committee. Members of the organization are eligible to stand for the E.C; they are volunteers selected, employed and confirmed by the G.M. They bimonthly meet to define or review the organizational values, vision and mission.

They evaluate:

- All contributions the charity receives from members, partners, donors, individual and corporate contributions, member congregations, NGOs, Governments and Centers for Crime Victim Services shall be reported to, in order to show that the organization is accountable for them. There are shall be clear procedures to follow and respect.
- The money received shall be recorded in Executive Committee and General Meeting reports and discloses how the money was used towards furthering the objects of the organization operational.
- There shall be clauses relating to the role of the Treasurer in keeping up-to-date financial records and reports to the rest of the E.C. and G.M.
- There will be three persons for Bank cheques signing, the internal audit and organizational Lawyer.

BOARD COMMITTEE MEMBERS

Board Committee will be a Board Meeting and will meet on December with the key staff, Board Director Members and partners, or some external stakeholders.

All the session:

- Provide an understanding of what strategic planning is and how it is done;
- Discuss its potential value to the organization, in terms of providing a common vision and focus, with agreed-upon goals and strategies;

- Consider the cost of doing strategic planning; we are ready to focus on a short-term plan of three years – with a special meeting review at the end of each year.
- If our strategic plan is accepted, we take new execution procedures and steps to establish and implement a strategic plan.
- Agree upon a process that seems to establish responsibilities for the various steps in the process devoted to a Board and staff planning meetings

D. TO IDENTIFY ORGANIZATIONAL SCOPE ACTIVITIES

While the organization term evaluation is for five years, the activities period are for three years as it is still small in structure.

The Surviving Minds will own its own headquarters buildings; will have a fully staff computerized financial management for information system through a network; Surviving Minds will develop program such as Education – High School body, and provide comprehensive services to youth from pre-school through college age, and Housing development corporation;

Surviving Minds will have a budget of \$

Surviving Minds will take an active role in resource development, taking responsibility for one special event each year; Surviving Minds will establish three active working committees:

- The Programs: Strategic planning and evaluation,
- Financial raising, and local and international grants, and contributions
- Resource Development – at it's the bimonthly meetings.

Surviving Minds will receive and maintain funds to apply all or part of the principal income there from, time to time to charitable organizations, churches, governments, UN organizations, individual donors, partners or sponsors under the income Tax Act (Canada).

a) Project Activities in Lubumbashi the DR Congo, Africa-Office

Traumatized Individuals Support:

- Trauma focused Therapeutic Clinical Counselling to war traumatized individuals, war displaced;
- Training short-term laypersons in trauma focused counseling to follow up counseled individuals, and war displaced;

- The Surviving Minds will establish issues such as Schools, International Professional Technique Colleges, and co-op. housings;
- To coordinate and organize workshops that will inform parents and students about Canadian Education in order to permit international students to study in Canadian Colleges & Universities.

b) Project activities in the Ontario Province, Canada-Office:

Immigration Services & Refugee Supporting:

Because many immigrants, new immigrants and refugees are often survivors of multiple from their home countries, most of these individuals are traumatized bring their traumas with them when settling to Canada. During their staying in Canada, they face new situations in new environment and culture that can bring back old affected memories to culture shock through an ongoing trauma panic disorder; then they need to be treated:

- The Immigrant and Refugee Trauma Therapeutic Counseling
- The Refugee Sponsorship Support Program that focuses to help refugee families suffering in camps in foreign countries to come to Canada. Surviving Minds finds several types of helping them to be accepted;
 - The group of five sponsorship refugees,
 - Community Sponsorship of refugees,
 - Private Sponsorship of refugees
- Increase connecting refugee to sponsorship: To work as liaison with cultural associational groups, congregations are the task to establish connection a refugee with a constituent group of five.

Refugee Sponsorship Connection Coordinator:

Coordination may involve agreeable mutually negation arrangement within the region of Waterloo to create constituents groups to sponsor refugees. While the Surviving Minds identifies the eligible refugee in camps, the constituent groups will fill on the Immigration Forms to sponsor a refugee family. Any refugee can be accepted to be sponsored. The work of refugee sponsorship will require caring strategies from, sometimes out side of and inside of Canada, the arrangement of settlement plans to the Citizenship and Immigration, group constituent and Immigration Partnership.

The purpose of this service is to enhance community partnership and implement collaborative strategies in order to facilitate successful settlement and integration of refugees in Waterloo region. The tasks of Coordination will be developed...

III. ORGANIZATIONA VALUES, VISION, AND MISSION

The strategic formulation and planning process consists as following primary role building blocks:

- ✓ **Value:**

It is an international cooperation mechanism whose aim is to accelerate progress on Surviving Minds Development Goals. It supports the organizational activities in efforts to the empowerment of traumatized women that recoveries, the women capacity building, tackle poverty ignorance individuals – we will work in partnership to achieve our collaboration which we are called for.

✓ **Appropriateness:**

As a small Non Profit organization, we have to help orient your contributions to Surviving Minds mission, vision and priority of the objects approved by Ontario Corporation under the tax exemptions laws of Canadian Government. Surviving Minds will issue tax deductible receipts for all your contributions or donations.

You can now donate through TD Bank Account in Canada, make sure to Indicate to what organization project contributions goes and mention that your contribution is for **Survivre: Surviving Minds**. (See the Bank Account number in section: Donations at our site.

✓ **Feasibility:**

The strategy is consistent practical to start with the organization's mission and capacity.

✓ **Acceptability:**

The strategy was accepted through Special General Meeting of the Board Meeting, key staff, and other stakeholders.

✓ **Organization mission:**

Our mission is to serve, treat and to minister to whole person; in body, mind and spirit. To meet the needs of victims of war, a project of psycho socio economics was created. This project targets first: women, girls, refugee and displaced individuals, taking in account all the family and the community.

The project deals with the therapeutic counseling and physic-medical treatment of the traumatized victims in order to de-dramatize them including awareness sessions and community supports as well as support the socio-economic reintegration.

Sexual abuse is not only an unwanted assault on the body, but the soul. A part of a person's development has been taken away. There is loss, guilt, depression, and a barrage of emotional fallout from being abused. Healing the scarred soul takes time, perseverance, a desire to get better, hope, and the ability to seek out and ask for help. In order to begin this process our mission is to revisit the painful cause. With this comes introspection of how and why we react the way we do in relationships.

Victims of abuse frequently make bad choices in relationships. Many victims of abuse are fearful of disclosure due to the perceptions of others, stereotypes, and labels. When one finally reaches a level of confidence, then a slow process of trusting others will develop. Remember, personal growth from trauma is not a short term process. It is a lifetime dance of healing and awareness. Healing the wounded soul, that we want, takes time and

openness to many treatments methods that not only rely on traditional medicine, but also laughter, meditation, prayer, peer support, individual and group therapy, as it is described here below.

It is the treatment of the whole person in body, mind and spirit. Our mission is the rehabilitation of psychological social economical of individuals and their community, to empower them for active and really development.

IV.GOALS, OBJECTIVES AND STRATEGIES

Based on above criteria, the strategic planning considers the implementation of;

Strategic Goal 1: Recruit volunteer counsellors to therapeutic counsel trauma survivors in D.R. Congo, Africa

Objective 1: All trauma survivors (home, displaced and refugees) need a psychotherapeutic treatment.

Strategy1-1: Provide high quality of counselling treatment

Strategy 1-2: Recruit academic students to practice their knowledge in identifying and implementing their skills in counselling.

Strategy 1-3: Provide a safe environment in administration services

Strategy1- 4: Develop and improve programs and services that enhance the personal, social and educational and financial adjustment of the organization

Objective 2: Provide Physical-clinic treatment to wounded Trauma survivors

Key Strategy 1-2-1: In a second year period, develop and establish a medical clinic to increase treatment to survivors, we can't account on Congolese private hospitals to treat our patients

Strategy 1-2-2: Provide High Medical treatment

Strategy 1-2-3: Recruiting high volunteer surgical physicians to medically treat our patients

Strategy 1-2-4: Ensure that funding is available to support approved program activities

Strategy 1-2-5: To establish a coalition with local, regional organizations to the synergy of strategy implements

Objective 3: Develop an Action that addresses goals and work plans

Strategy1-3-1: It is time to ensure specific work to begin implement

Strategy1-3-2: Ensure we have our own building to be visible

Strategy1-3-3: Ensure we have funds to hire and pay our staff

Strategy1-3-4: Require skills involvement in our staff organization

Structure and administrative systems

Strategic Goal 4: Strengthen Pre-schools and International Technique Colleges

Strategy1-4-1: Improve physical facilities and accessibility to schools and colleges

Strategy1-4-2: Maximize the use of capital funding to improve physical facilities

Strategy1-4-3: Recruit teachers to improve professional technology teaching
Strategy1-4-4: Reinforce and build the curriculum of the colleges

Objective 5: develop an annually assessment plan

Strategy1-5-1: By March of each year, beginning 2013, each planning committee will make recommendations for revisions to the strategic goals

Strategy 1-5-2: Establish institutional organization effectiveness measuring to develop a process to collect and develop funding to help us implement others objectives in international level

Strategic Goal 2: Recruit volunteer Counsellors to therapeutic counsel trauma survivors to Ontario Office, Canada

Objective 2: Any refugees, immigrants and new comers to Canada suffering from trauma need a psychotherapeutic treatment.

Strategy 2-1-1: Mobilize operational fund to open Immigration Services & Refugee Supporting building

Strategy 2-1-2: Hire experts and licensed trauma counselors to treat refugee, and immigrants trauma survivors, local hospitals will be used for refugees and immigrants to be medically treated

Strategy 2-1-3: Hire Refugee Sponsorship Liaison coordinators to open the immigration service and sponsorship

Strategy 2-1-4: Volunteers will organize mission trips to Africa to visit Surviving Minds works

V. CONCLUSION

The steps listed above are just our strategic plan developed to define organization role to carry out periodic monitoring and making reports to the Board.

If the organization has a planning and evaluation system, it should play an ongoing role in progress towards goals, objectives, and analyzing reasons for shortfalls in accomplishments.

ATTACHMENT