

# Operational plan

2017-2020

Over the next three years the Mukwege Foundation will strengthen its organizational capacity and intensify its programme and advocacy work.

## 1. Programme work: scale up support for survivors

### **Promoting the holistic model of care integrated in health services.**

Every survivor of sexual violence should have access to the support he or she needs. Together with local partners in conflict-affected countries we will work to integrate the holistic model of care in the health systems in humanitarian settings. In 2017 we will publish a handbook describing the Panzi Model and conduct an in-depth evaluation demonstrating the added value of the 'one-stop-centre' model. We will then work in collaboration with key humanitarian actors, to identify settings to reinforce this model of holistic care. The Mukwege Foundation will facilitate a process of knowledge and expertise transfer from Panzi to health centres in other humanitarian settings. We will support Panzi to become a global knowledge centre for holistic care for survivors of sexual violence. Together with Dr. Mukwege, we will promote the holistic approach at international conferences, at inter-agency forums, and by building a network of partnerships with UN agencies, NGOs, academics and practitioners.

**Creation of a global survivor movement.** With the active involvement of Dr. Mukwege, and responding to a strong demand from survivors around the globe, we will support survivors to establish a connect with each other and jointly amplify their voices. This survivor-led movement will seek to support survivors in their transformation from victims to agents of change. The network will be active at two levels: globally and nationally. Globally, the network will promote solidarity and lasting change by connecting survivors from around the world and provide opportunities for members to conduct international advocacy. At the national level, we will support survivors in becoming activists and support their efforts for lasting change in their own countries.

**Continuing support for Panzi's work in Congo.** As the conflict in the Democratic Republic of Congo continues, Panzi Hospital remains a crucial actor in dealing with the immediate needs of survivors, but also in keeping the problem of systematic rape in Eastern Congo on the international agenda. The Dr. Denis Mukwege Foundation will continue to raise funds for Panzi Hospital and Panzi Foundation DRC. This will include both unrestricted funding in the context of holistic support to survivors and earmarked funding for specific projects.

## 2. Advocacy work

**Call upon governments' responsibility to act.** Through our advocacy efforts we will work towards a world where sexual violence in conflict is no longer tolerated and, as a consequence, banned from the battlefields. We believe it is crucial to involve governments in this cause and will advocate for the institutionalization of such a ban. In the coming years we will develop and advocate for a concrete ways in which EU member states can prevent and stop sexual violence in conflict. The second project we want to pursue is the creation of an international reparations fund for victims of sexual violence. The

**Involve the public in our cause.** In order to draw a red line against sexual violence in conflicts, we plan to launch a global campaign that will bring together our advocacy goals and the survivor movement. Together with people around the world, survivors will stand up and lead the call for action by governments and societies to no longer tolerate sexual violence.

## 3. Organization

**Participation of survivors.** In the coming years we will expand and institutionalize the input we receive from survivors and experts. The Mukwege Foundation will be governed by an international board and advised by a high-profile International Advisory Board. Both bodies will be gender-balanced and consist of people of a variety of backgrounds and capacities. Additionally, we will engage a small group of survivors as an advisory group. They will be involved in the decision-making processes of the organization and ensure the Mukwege Foundation follows a truly survivor-centred path.

# Operational budget

2017-2020

Expected Spending per Focus Area per year (in EUR)						
	Legal Advocacy	Holistic Care Model	Campaigning/ Advocacy	Connecting survivors	Direct support to Panzi	Total
2017	104,386	94,300	117,824	225,770	434,983	977,263
2018	280,360	220,922	160,360	316,988	454,640	1,433,271
2019	330,360	320,922	260,360	466,988	664,640	2,043,271
<b>Total</b>	<b>715,106</b>	<b>636,145</b>	<b>538,545</b>	<b>1,009,746</b>	<b>1,554,263</b>	<b>4,453,805</b>

Expected Spending per Focus Area per year (in %)						
	Legal Advocacy	Holistic Care Model	Campaigning/ Advocacy	Connecting survivors	Direct support to Panzi	Total
2017	11	10	12	23	45	100
2018	20	15	11	22	32	100
2019	16	16	13	23	33	100
<b>Total</b>						<b>100</b>

## Dr. Denis Mukwege Foundation

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