

dr. Denis Mukwege Foundation



ANNUAL REPORT 2021

www.mukwegefoundation.org

Contents

3	Letter from our director	17	Justice and Accountability
4	Letter from a survivor	20	Organisational Development
7	Highlights	20	General Affairs
8	Where we work (project map)	22	Communications
9	Our programmes	23	Fundraising
10	Holistic Care	25	Acknowledgement
13	VOICE: the SEMA Global Network and National Survivor Networks		

Letter from our director



Katrien Coppens, Director

2021 marked the fifth anniversary of the Dr. Denis Mukwege Foundation, and our team celebrated this milestone virtually, in the midst of a strict national lockdown due to the coronavirus pandemic. Yet, in spite of all the disruptions and challenges brought by the pandemic, it has been heartening to see the progress that we have made towards our goals and commitments set out in our 3-year Strategic Plan 2021 – 2023.

Although travel restrictions disrupted some of our plans, we continued to connect survivors across the world online and offline. We initiated three new national survivor networks in Mali, Iraq, and South Sudan, and we organised the first regional survivors' symposium in Uganda. We strengthened our holistic care services in the Central African Republic, and we promoted the 'Power of Women', written by Dr Mukwege.

As always, I was impressed by the resilience and perseverance of the survivors that we work alongside, and their determination to create meaningful changes in the lives of other victims and survivors of conflict-related sexual violence.

Adaptation and flexibility became keywords in what was a challenging yet fruitful year. Adaptation included embedding connectivity support to survivors and increased online engagement, flexibility included adjusting to sudden changes due to lockdowns, and other public health measures, and exploring the opportunities to contribute to holistic care for survivors in Burundi.

Once again we have been impressed by the solidarity, unity, and advice of the survivors who guide us in developing and evaluating our strategies. We are grateful for the support of our donors and partners, who value and endorse our survivor-centred approach. Together we will continue creating impact for survivors to have access to the care, reparations and justice they are entitled to, and to make sure that their voices are not only heard but responded to in a timely and meaningful manner.

Katrien Coppens
Director of the Mukwege Foundation

Letter from a survivor

On behalf of SEMA - the Global Network of Victims and Survivors to End Wartime Sexual Violence - I am excited to share with you some stories of survivors' activism in 2021.

Last year was very eventful for all of us, including the National Survivors Movement in the Central African Republic (MOSUCA). After years of campaigning with the Mukwege Foundation we are starting to witness the results and power of our advocacy.

However, this is just the beginning.

We founded our community of survivors in 2018 in the belief that we need to be listened to: nothing about us without us. We have advocated that our government must engage survivors in the national peacebuilding process if we aim to sustain meaningful progress in the future. We were proud when we finally got opportunities to discuss our ideas with the national authorities in 2021. In the end, the Central African Republic's government took our pleas into account and integrated MOSUCA – represented by myself – in the strategic committee to address sexual and gender-based violence.

This committee has recently drawn up an action plan that will be presented to members of the government and validated by our partners in the coming days. I admit that the establishment of this strategic committee that brings together all the experts in the field of conflict-related sexual violence - especially survivors - is an achievement for our MOSUCA movement.

We thank you all for trusting us to speak up and reach out to wider groups of survivors. It is such a great joy to witness that more and more of my peers become increasingly independent in leading their lives, confident when speaking up against stigma, compassionate when referring other survivors to healthcare facilities, and more skilful in managing stress after we attended trainings that were facilitated by the Mukwege Foundation, the Global Survivors Fund, and other partners.



The year 2021 has changed a lot of things in the lives of MOSUCA members and we hope to share these experiences with other survivors of conflict-related sexual violence globally. We took the first step towards this goal through our participation in the survivors' symposium in Uganda, as well as a learning exchange with survivors from around the globe in Kinshasa, and we are looking forward to scaling up our impact even more.

We would like to see our organisational capacity strengthened so that we can be autonomous. We wish to see a time when our children born of rape will be taken into account, because currently they are wholly stigmatised and rejected by society. We dream that MOSUCA will have the opportunity to meet other survivors that we have not yet met, so that they too can share about the atrocities they have experienced and denormalise the culture of impunity. And we dream that MOSUCA will have a chance to release a book one day - the first book of its kind in the Central African Republic.

Miryam Djangala

Secretary General of Le Mouvement des Survivantes de Violences Sexuelles en Centrafrique (MOSUCA)

"I want ISIS fighters to know that no one will overcome the power of Yazidi women."

Survivor from Iraq

"As a survivor you must learn two words, yes and no. You must be able to say yes or no to people in a meeting when they say something you don't agree with or that is not aligned with your vision. Own your vision."

Esperande – Survivor from Burundi

"We deserve [reparations], we all know that the value of our lost dignity is priceless. But we need this compensation so that we can send our children born out of rape to school, so that we can rebuild ourselves and our lives."

Survivor from South Sudan

"We call women who went through conflict violence and other domestic violence to accept their past and work together to better their conditions. To forgive their offenders but to demand for reparations. To the community members, it is important to understand the children and accept them. To local leaders, you need to stand up and preach social acceptance."

Sylvia – Survivor from South Uganda

"The psychologist is like a doctor who heals with his words."

Survivor from Mali

"I am proud to be able to speak on my own behalf. MOSUCA allows survivors to assert their dignity. MOSUCA has enabled me to speak out about what happened to me."

Survivor from CAR

"Everything that is done for me without me is done against me."

Guillaumette – Survivor from DRC

"[With SEMA] for the first time, we were invited not to listen but to teach them [policymakers]. They wanted to learn from us."

Survivor from Burundi

"Survivors need to be engaged in the implementation of the reparations law. Justice needs to be achieved so that there will never be another genocide, for Yazidi but also all other people in the world."

Survivor from Iraq

"Something has been broken inside us and we need to come together to heal."

Anastacia – Survivor from Ukraine

"With each other's experiences, we will be able to walk out of this shadow to seek justice when the time is right, because knowing about our rights is the most beautiful thing that God has given us in this training."

Survivor from Mali

Highlights

An insight into our work in 2021 in numbers.

368

survivors have participated in a knowledge exchange or capacity-building activity

37

survivors have participated in research activities or consultations

93

survivors have conducted or participated in advocacy and awareness-raising at national level

368

survivors have participated in a knowledge exchange or capacity-building activity

2,270

survivors have benefited from psychosocial services

37

survivors have participated in research activities or consultations

3

new national survivor networks established

48

SEMA members have conducted or participated in advocacy and awareness-raising at global and regional levels

660

SGBV professionals have benefitted from holistic care training

860

survivors have benefited from medical services

230

survivors have benefited from socio-economic support

93.7%

average satisfaction rate of survivors in the knowledge exchange and capacity-building activities

98.5%

satisfaction rate of SGBV professionals in the holistic care training they received

11

newsletters published

39,221

Facebook followers

21,471

Linkedin followers

9,450

Instagram followers

8,638

Twitter followers

4,228

mailing-list subscribers

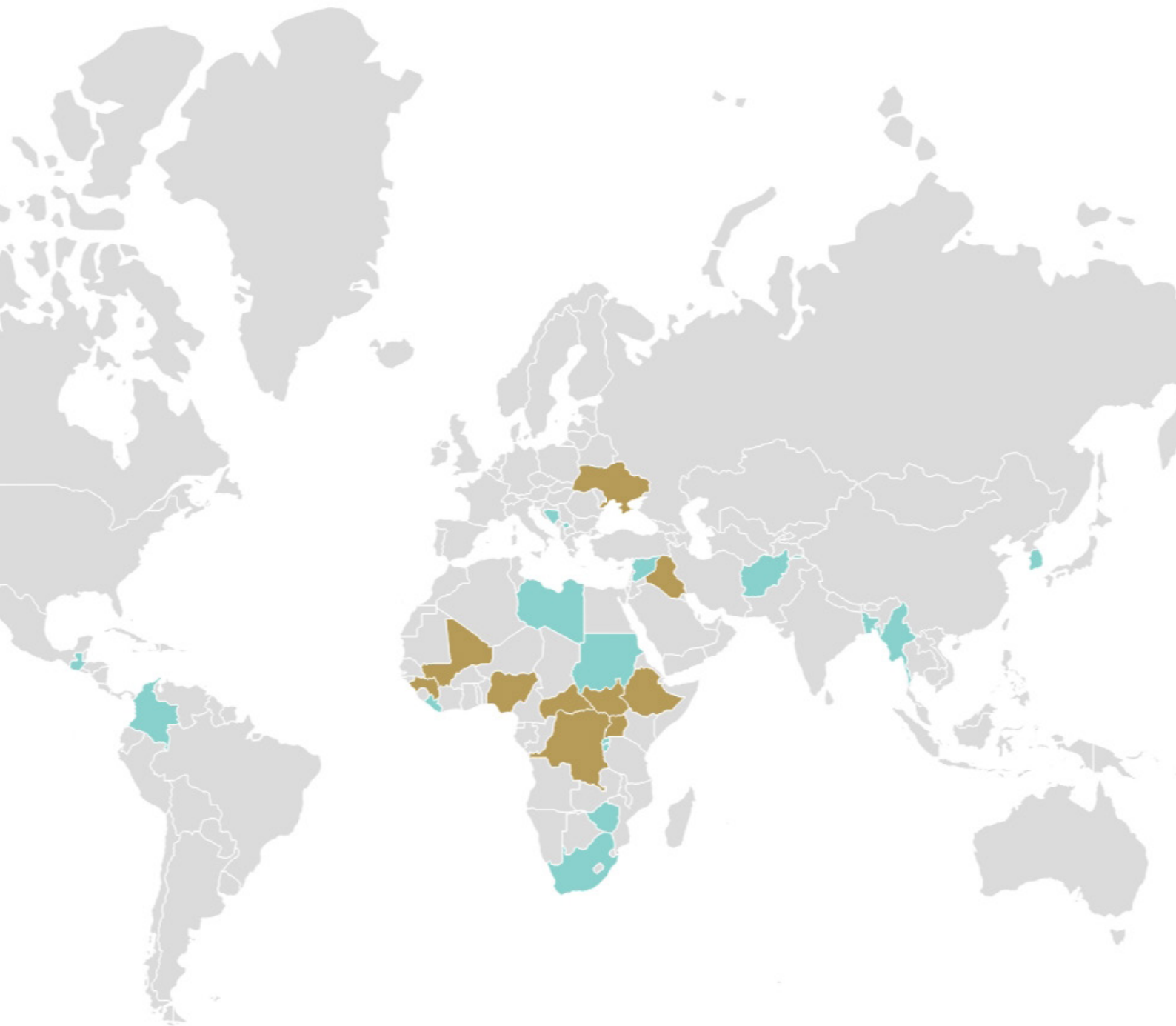
€2,400,620

funding acquired


Where we work

Project Map

Survivors from over 20 countries and 6 continents are connected in the SEMA network. We support national survivor networks in 8 countries, and provide holistic care through projects in CAR and Iraq.



 Survivors represented in the SEMA Network

 Holistic care and other services

Our programmes

Our programmes are based on our [Theory of Change](#) which recognises that in order to heal from the harms of sexual violence, victims need to regain agency and control over their lives, their decisions, and their bodies.

Survivors' needs are complex and interconnected, and solutions need to be designed with this in mind.

Survivors' feedback about their needs and aims guide all of our programmes and activities.

Our goal is to change the collective response to sexual violence in conflict by:

- 1. Promoting access to holistic, quality care for survivors of sexual violence worldwide;**
- 2. Supporting survivor-led activism for solidarity and recognition, and to end stigma;**
- 3. Advocating for accountability and survivor-centred transitional justice, including reparations and redress.**

THE 3 PILLARS OF **WHAT WE DO**



**HOLISTIC
CARE**



**VOICE:
CONNECTING
SURVIVORS**



**JUSTICE &
ACCOUNTABILITY**

dr. Denis
Mukwege
Foundation



Mama Lambert, a survivor from Rwanda shared her remarks at a regional symposium in Uganda.

HOLISTIC CARE

The Mukwege Foundation advocates globally for the Panzi model of holistic care – pioneered at Panzi Hospital in the Democratic Republic of the Congo (DRC) – as a standard and a right. We provide technical assistance and staff to support holistic care programmes and initiatives in different contexts. Using a South-South linking and learning approach, we facilitate knowledge exchanges, organise trainings of trainers, and document and share best practices. We support locally-embedded partners and structures that are trusted by survivors and their communities to provide holistic care for survivors of sexual violence. We also conduct or commission evaluations and other research to build an evidence base on holistic care and share lessons learned internationally.

In 2021, we collaborated with Panzi Foundation DRC to replicate and roll out the model of holistic care in a number of fragile, conflict-affected settings:

In the **African Great Lakes Region** together with the Regional Training Facility (RTF) of the International Conference on the Great Lakes Region (ICGLR), we trained over 200 trainers and professionals working on sexual and gender-based violence in ICGLR member states like the Central African Republic, the Democratic Republic of Congo and Zambia, using the Regional Integrated Training Model. This new integrated model combines Panzi's holistic, one-stop-centre approach and the socio-ecological model used by the RTF of the ICGLR to create a comprehensive, integrated training for sexual and gender-based violence professionals which considers the complex, interconnected needs and priorities of survivors.

In **Burundi** we continued virtual and in-person consultations with relevant Burundian Ministries, service providers and civil society stakeholders with the aim of implementing a comprehensive programme of holistic care and sexual and reproductive health services in 2022.

In the **Central African Republic (CAR)** we continued our collaboration in the Nengo project and consortium, implementing holistic care services through a one-stop-centre in Bangui, utilising a South-South knowledge transfer approach. While electoral tensions and related security challenges slowed our efforts in CAR in early 2021, by the end of the year 835 patients, including victims and survivors of sexual and gender-based violence, had benefited from medical assistance and 1903 had benefited from psychosocial support, including counselling.

In mid-2021, as the Nengo project had already achieved 200% of its target in its first 8 months, and given the increasingly evident need for quality holistic care services in territories outside the capital city of Bangui, the French Development Agency agreed to a project extension from four to five years and an additional budget of 6 million EUR, bringing the new project budget to 11.4 million EUR. The total number of persons now expected to receive care as a result of the Nengo project has increased from 3780 to 7875.

In February 2021 the Foundation also became a partner of the International Criminal Court's Trust Fund for Victims' assistance programme in CAR. This partnership has enabled us to open three centres in Bangui for psychosocial support to victims of conflict-related violence, including sexual violence. The centres are important referral points for access to holistic care, facilitated by the Mukwege Foundation.

In order to support our work as part of the Nengo project and strengthen our overall institutional efforts to promote access to survivor-centred holistic care in CAR, we established a country office in Bangui in April 2021. The in-country team works on support to different holistic care projects, support and accompaniment of survivors' movements, such as MOSUCA¹, enhanced capacities for and delivery of psychological care, and strengthening access to holistic care for communities outside Bangui through mobile clinics and referrals.

In northern **Iraq** we continued to collaborate with *Yazda* to strengthen access to psychosocial services and socio-economic support for survivors of conflict-related sexual violence in and around Dohuk. We also collaborated with *Enfants de Panzi et d'Ailleurs* and *Yazda* to ensure training for psychosocial staff to strengthen trauma care for children affected by conflict-related sexual violence and to support civil society organisations to implement psychosocial activities.

We also collaborated with *Panzi Foundation DRC* and *Nadia's Initiative* in Sinjar, Iraq, to develop and deliver the first phase of a knowledge exchange programme, including a virtual consultation and an initial online training co-facilitated by Panzi experts.

In **Guinea Conakry** we concluded our first pilot holistic care programme, initiated in 2018, which was implemented in partnership with AVIPA or *Association des Victimes, Parents et Amis* of the 28th September 2009 massacre at the national stadium. In early 2021, we facilitated a final virtual refresher training course on holistic care for Guinean medical and psychosocial trainers and professionals. AVIPA also continued ensuring referrals to medical care and organised group therapy and socio-economic activities during the first quarter of 2021.

¹ The 'Mouvement des Survivantes de Violences Sexuelles en Centrafrique', whose letter is published above. Launched in December 2018, the network was initially composed of survivor-representatives of six women's organisations, and 25 Bangui members. It has grown to span all 14 prefectures, and to represent 350 survivors.

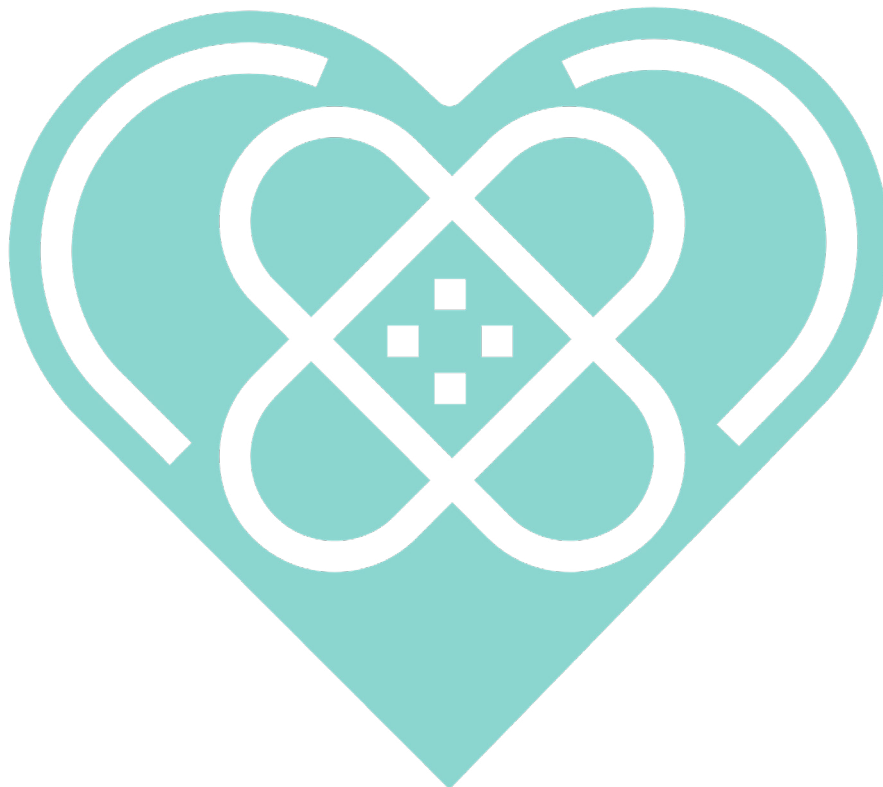
Finally, in line with our Strategic Plan goals, we continued advocacy efforts to further promote the Panzi model of holistic care, including:

1. **engaging with Burundian authorities and stakeholders to lay the groundwork for collaboration on holistic care for survivors for conflict-related sexual violence in Burundi,**
2. **presentation of the Panzi holistic one-stop-centre model of care, and our experiences in scaling the model, to Kurdish and federal Iraqi authorities at an in-person workshop on the effective implementation of the Yazidi Survivors Law, and in subsequent virtual committee meetings,**
3. **presentation of the Panzi holistic one-stop-centre model of care to different Colombian authorities as part of survivor-led advocacy to include one-stop-centres and specialised care for victims of conflict-related sexual violence in territorial development plans which operationalise the Colombian Final Peace Accord.**

We also reinforced our pool of expert trainers and framework partnerships in all four pillars

of the Panzi model (medical, psychosocial, socio-economic and judicial support) and invested in a focal point for international holistic care programmes within Panzi Foundation DRC to strengthen coordination and the delivery of our joint international projects.

Our Strategic Plan priorities include the roll out of the model of holistic care in additional conflict-affected contexts, and in 2022 we will start a multi-year project in **Burundi** to increase access to quality holistic care for survivors of sexual and gender-based violence. We plan to strengthen advocacy and cooperation efforts for implementing one-stop-centres and holistic care in **Iraq** and **Colombia**. We also anticipate that we will be able to respond to requests for knowledge exchange and support by **Tigrayan** professionals to strengthen holistic care, in response to sexual violence in the ongoing conflict there. Finally, at the request of the **Ukrainian** government, based on growing reports of sexual violence being used against civilians as a method to instill fear, we are planning to start a project by mid-2022 to support the Ukrainian authorities and civil society partners in ensuring holistic care for survivors of conflict-related sexual violence.





Survivors from the Central African Region attended a regional symposium in Uganda.

VOICE

the SEMA Global Network and National Survivor Networks

Stigma creates a downward spiral of injustice and victimisation for too many survivors of conflict-related sexual violence. Many are rejected and silenced by their families and communities, left to care for a child born of rape, or displaced by conflict, leaving them unable to make an income, vulnerable to other abuses, and blocked from seeking justice and redress.

We believe that for change to happen it is crucial that the collective silence and denial around sexual violence as a weapon of war needs to be broken. [Our approach](#) is survivor-centred, meaning that survivors themselves define their needs and solutions, while we work to create the conditions that will allow survivors to take the lead in fighting for their rights.

The aim of our VOICE programme is to enable survivors to speak out and to act as agents of change: we bring survivors together in networks that give them a safe space for peer-to-peer support and solidarity and strengthen their organised activism to influence programmes and policies that directly impact them, improving their quality and relevance.

At the global level we enabled survivors to initiate SEMA – the global network of victims and survivors to end wartime sexual violence – in 2017, and we continue to support and accompany its members' activities and their international advocacy. Survivors, and our own programme evaluations, tell us that global retreats and regional learning exchanges - postponed since early 2020 - remain an incredibly powerful tool to cement the bonds between SEMA members. Survivors who have attended these events prior to the pandemic tell us that they have drawn inspiration and strength from the persistence and courage shown by their peers.

2021 was a milestone in returning to face-to-face gatherings when, for the first time in two years, we were able to organise a regional symposium in Uganda, bringing together eleven SEMA members from the Great Lakes and Central Africa region and ten survivors of other war crimes, including human trafficking, torture, genocide and children born from war. Over three days, the survivors shared examples of best practices in survivor-led advocacy, drawing from their own experiences as activists and advocates, and attended workshops on security and mental health.

During the symposium, participants explored the potential for strategic collaboration on advocacy around recognition, justice and social accountability, and they took part in a Q&A session with advocacy experts from the African Union, organisations working on themes related to the Women, Peace and Security agenda, and the Acting Regional Director to the Regional Training Facility of the International Conference on the Great Lakes Region.

Everyone involved in survivor retreats recognises the magic that happens at these events. Nevertheless, the necessary switch to online communications has had some positive effects – training sessions and other events can include a wider range and greater number of survivors, SEMA's working groups can communicate more easily, survivors have rapidly become very effective online advocates and experts, bringing much-needed survivor perspectives to numerous online events and webinars. We have recognised the potential of a hybrid approach of online-offline meetings and events, and we have continued to contribute to SEMA survivors' communication costs throughout 2021 to enable their inclusion and participation.

Highlights of this approach included the participation of SEMA members in the 'Female Military Officers Course' organised by UN Women in each quarter of 2021 and their contribution to the drafting of the ['Murad Code'](#) – a global code of conduct for those gathering and using information about conflict-related sexual violence.

Coaching/mentoring

In collaboration with the European Mentoring and Coaching Council (EMCC), approximately 30 SEMA members benefited from individual coaching in English, French, and Spanish. Over a coaching trajectory of 8 to 12 one-to-one sessions, professional coaches helped SEMA members to strengthen their self confidence, maximise their leadership skills, and identify tools and resources to reach their goals, as activists and as women.

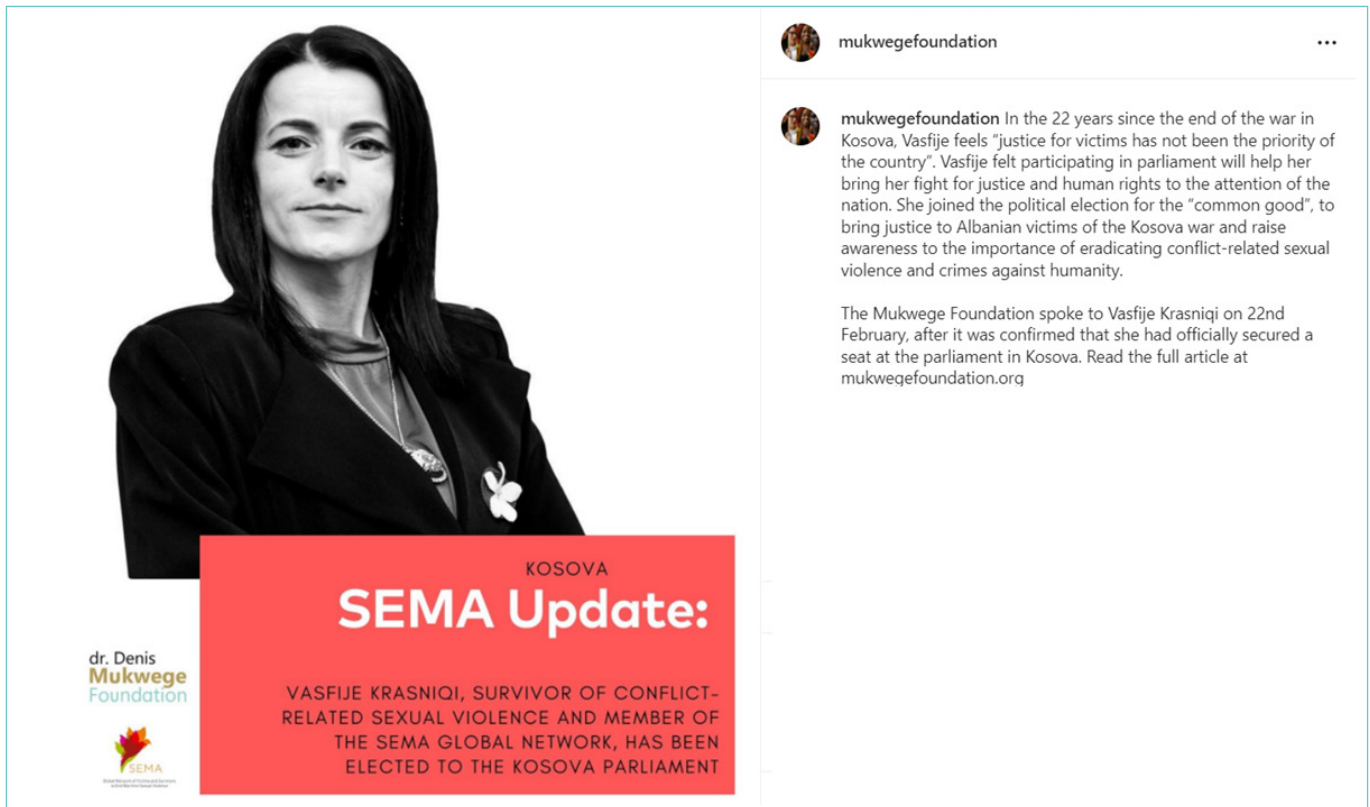
Capacity building training

More than 80 SEMA members took part in webinars on topics chosen by the survivors themselves: reparations, safety and protection of Human Rights Defenders, and mental health self-care. Our sister organisation, the Global Survivors Fund, delivered two half-day webinars to improve survivors' knowledge on reparations and to introduce the interim results of pilot reparations projects in DRC, Guinea and Iraq. Justice and Peace delivered a training on the safety and protection of Human Rights Defenders, including mitigation strategies for physical and digital risks, and the Antares Foundation gave a webinar on stress management and strategies for setting healthy boundaries when working with other survivors.

Our approach aims to strengthen survivors' individual and organisational capacities to take the lead in advocating for their rights and to end sexual violence used in conflict. One standout individual achievement in 2021 was [the election of SEMA member and survivor, Vafrije Krasniqi](#), to the Assembly of the Republic of Kosovo. She told us that: "I thought long and hard about this and realised there's no better place to achieve my goals than becoming a lawmaker and making a

difference in my mission to seek justice for survivors and fight for human rights....I would not be where I am today without SEMA. They have given me courage to fight for justice, not only for my case but for other survivors around the world. They have put faith and courage in me to take my fight to a bigger place, such as the parliament. Now I don't see myself as a victim but rather a survivor and a leader for others to follow."

In 2022 the SEMA network will celebrate its fifth anniversary. Reflecting on the journey of the SEMA network over the past years, we have learned the importance of their solidarity, learning from each other and inspiring each other. At the same time we are aware of the complexities for collaboration and organised activism in a network which spans different languages, different cultures and different timezones. The gains clearly outweigh these challenges and we continue to find new ways to deal with the latter. SEMA's ambition for the coming year is to expand the global network and reach out and connect with survivors in countries not yet represented in the network - in Nepal, Ethiopia, Myanmar, and the Ivory Coast.



KOSOVA
SEMA Update:

VAFRIJE KRASNIQI, SURVIVOR OF CONFLICT-RELATED SEXUAL VIOLENCE AND MEMBER OF THE SEMA GLOBAL NETWORK, HAS BEEN ELECTED TO THE KOSOVA PARLIAMENT

dr. Denis Mukwege Foundation

SEMA

mukwegefoundation

mukwegefoundation In the 22 years since the end of the war in Kosova, Vafrije feels "justice for victims has not been the priority of the country". Vafrije felt participating in parliament will help her bring her fight for justice and human rights to the attention of the nation. She joined the political election for the "common good", to bring justice to Albanian victims of the Kosova war and raise awareness to the importance of eradicating conflict-related sexual violence and crimes against humanity.

The Mukwege Foundation spoke to Vafrije Krasniqi on 22nd February, after it was confirmed that she had officially secured a seat at the parliament in Kosova. Read the full article at mukwegefoundation.org

National Networks

The global network is rooted in survivor-led, activist networks at a local level, representing thousands of survivors of wartime sexual violence. These in-country networks vary according to their context, but in all cases they organise to raise awareness about the realities and consequences of wartime sexual violence, to combat stigma, impunity and harmful myths around conflict-related sexual violence, to advocate for their needs, and to commemorate and recognise the many victims of these atrocities by creating a 'collective memory' of survivors' experiences. The Mukwege Foundation accompanies and supports new and existing survivor-led networks to enable survivors to unite and stand up for their rights. It focuses on strengthening survivors' agency to actively influence and participate in policy and practice concerning them at the national and international levels. The advocacy and activism of these local networks build pressure to change attitudes and justice outcomes within their own communities.

In 2021, we helped three new national survivor networks to establish themselves and to strengthen their organisational capacities. In **Iraq**, following several online learning exchanges with SEMA members, survivors who were held captive by ISIL were inspired to establish the Survivors' Voices Network with the aim to ensure survivors' participation in the implementation of the Yazidi Reparations Survivors Law. In **Uganda**, the Mukwege Foundation worked alongside **South Sudanese** survivors living in refugee settlements to create the Network of South Sudanese Survivors in Uganda (NoSSSU). In less than a year, the network tripled its size, organising activities to raise awareness about conflict-related sexual violence in South Sudan and participating in high-level advocacy events in Juba to ensure survivors' and refugees' voices are included in the transitional justice process. In **Mali**, survivors united in three locations across the country to support one another in safe spaces.

In addition to these three new networks, the Mukwege Foundation also worked alongside existing survivor networks in the Central African Republic (CAR), the Democratic Republic of the Congo (DRC), Nigeria, Uganda and Ukraine.

Le Mouvement des Survivantes de Violences Sexuelles en Centrafrique (MOSUCA) in **CAR**, was invited to join a national committee on sexual and gender-based violence, convened by the president of the country. Taking an active part in the Mukwege Foundation holistic care programmes in CAR, MOSUCA also ensures that survivors are involved in the design, implementation, and evaluation of all activities that concern them.

In the DRC, *le Mouvement des Survivantes de Violences Sexuelles* has made enormous strides in 2021 with the support of Panzi Foundation DRC. Alongside our sister organisation, the Global Survivors Fund, they fought for the establishment of a national reparations fund, advocating tirelessly at the highest levels of the government. In 2021, the Mouvement continued to scale up, starting branches in new provinces affected by conflict-related sexual violence and reaching more than 4000 members across the country.

In **Ukraine**, the Mukwege Foundation has been closely collaborating with the survivor network 'SEMA Ukraine' since its inception in 2019. Composed of survivors from the 2014 conflict in the Donbas region, SEMA Ukraine organised a roundtable with members of the Ukrainian parliament and the Office of the Attorney General, amongst others. Members of SEMA Ukraine also organised trainings to sensitise military and law enforcement personnel on the issue of conflict-related sexual violence as well as advocating for better protection mechanisms for survivors.

In **Nigeria**, members of the Building Survivor Network benefited from training in a variety of topics, including transitional justice, healthy practices for strong mental health, advocacy skills, and leadership in advocacy.

In **Uganda**, the Women Advocacy Network and Golden Women Vision Uganda held a joint radio show in commemoration of the 19th June International Day for the Elimination of Sexual Violence in Conflict on a radio in Gulu city with listenership of 8 million across northern Uganda. Separate radio shows were also held by each network in August and September 2021 to garner public support for their networks' reparations advocacy initiative.

Evaluation

As part of our ongoing commitment to commissioning independent evaluations of our programmes to assess their impact and relevance, and to build an evidence base for our approach, in 2021 we commissioned an external evaluation of a 12-month project "Strengthening participation and advocacy for reparations and other forms of redress by survivors of CRSV in four conflict-affected countries", funded by the German Federal Government Foreign Office.

The evaluation confirmed that the project had strengthened the leadership and advocacy capacities of survivor-led organisations in Mali, South Sudan, Uganda and Ukraine and that the project was highly relevant: all four countries selected are severely affected by conflict-related sexual violence and very few of the survivors have received any individual support or prior assistance to organise as networks. Nevertheless, the selected countries presented specific opportunities as they have either on-going, or agreed upon, transitional justice processes that explicitly foresee a role for victims, including survivors of conflict-related sexual violence. The project's special focus on supporting the creation of and advocacy by networks of conflict-related sexual violence survivors was seen as a welcome addition to existing efforts by other transitional justice initiatives.

The evaluation of the project's impact shows that survivors' individual and organisational capacities were substantially strengthened. Survivors and implementing partners expressed great satisfaction with the individual learning they had experienced and the progress their networks had achieved, including formalisation of governing charters and structures, consensus around objectives, identification of priority activities, engagement with local civil society organisations and decision-makers, and the successful organisation of advocacy activities.

The motivation of survivors to work together and achieve immediate and longer-term goals had also increased substantially as a result of the project activities. They were particularly keen to work towards reducing stigmatisation of survivors and their children, overcome trauma and stress, and influence government reparation policies together with other civil society organisations. In the longer term this will allow them to effectively advocate for victims' rights, especially relating to redress, and to enable them to act as key partners for consultation, policy and programme development around conflict-related sexual violence, and reparations in particular.





"The need for dignity of victims who have recovered physically, mentally, and socially has driven us to accompany them on the road to justice - which unfortunately remains the weakest link in our chain of care." Dr Denis Mukwege

JUSTICE & ACCOUNTABILITY

We believe that the use of sexual violence as a weapon of war should be of primary concern and command a sense of urgency in the response of the international community and individual governments. Yet rape and sexual violence continue to be used systematically as a method of war in conflicts around the world, and the majority of victims do not have access to quality healthcare, psychosocial and legal support, or livelihoods support.

Our response has been to launch the **RED LINE INITIATIVE**, inspired by [Dr Denis Mukwege's call](#) for bold and new thinking to finally put an end to the wholly unacceptable use of sexual violence as a "weapon of war".

Dr Mukwege made this call during the June 2021 meeting of the G7. He presented the Gender Equality Advisory Council's recommendation to the G7 leaders that they "[condemn] sexual violence used as a weapon of war as an international red line, by developing an International Convention to denounce it, in line with other prohibited weapons in war such as landmines and chemical weapons." Based on this recommendation, the G7 leaders requested that states "consider how best to strengthen international architecture around conflict-related sexual violence".

Dr Mukwege's plea was born out of a deep frustration with the decades-long failure of the international community to realise its commitment to put an end to the use of conflict-related sexual violence and the horrific devastation and damage that it causes to survivors, families, and entire communities. He is by no means alone in this frustration or desire for a new way forward. Survivors, states and civil society across fields as diverse as international law, public policy and humanitarian aid all acknowledge that what has been put forward so far is insufficient and there is a sincere desire to find tangible solutions that will result in concrete, meaningful change so that war is no longer waged through the use of sexual and gender-based violence.

The importance of addressing this issue comprehensively cannot be overstated. It is time to evoke the international outcry that conflict-related sexual violence deserves and to mobilise the global community to act.

The RED LINE INITIATIVE is rooted in the belief that conflict-related sexual violence, including its use as a method of warfare, represents a violation of our shared humanity and can no longer be accepted as an unfortunate but unpreventable part of armed conflict. Sexual violence can be prevented and must be condemned as wholly unacceptable. We believe that real change requires three elements: a mass moral outcry and rejection of conflict-related sexual violence in all its forms, the legal tools to prevent and deter it, and the political will to implement a robust response.

THE RED LINE INITIATIVE presents the focussed action needed to address this systemic problem and to establish a clear legal framework for strong and timely action. It aims to:

- **Evoke a clear moral rejection and outcry against the use of conflict-related sexual violence in all its forms, including as a method of warfare;**
- **Strengthen and clarify the legal obligations on States to prohibit the use of sexual violence in conflict, to prevent its occurrence and punish those who perpetrate it, as well as to repair the harms it causes; and**
- **Build political will to ensure a more robust and timely response by States in line with their international obligations.**



We recognise that decades of work has been put into efforts seeking to end conflict-related sexual violence and that a great deal of important progress has been made. Despite these efforts, we firmly believe that more must and can be done. We want to accomplish real change, which will require building support from a diverse, global community of different actors, with survivors of conflict-related sexual violence centred at the core of our efforts. As a part of our goal to change the status quo, we are in the process of identifying the current legal gaps and deficiencies that result in the continuation of widespread sexual violence in conflict, including its use as a method of warfare.

Our approach is based on building blocks for systemic change, focussing on three main strategies that mutually reinforce each other:

- **a public awareness campaign;**
- **the process of developing the legal framework how best to address the existing gaps and gaining the political support of lead nations to champion it;**
- **reinforcing the capacities and knowledge of survivor networks and civil society to continue with sustained advocacy.**

The Red Line global public campaign rests on the belief that widespread moral outcry – especially when there is a clear cause to rally around, supported by prominent and influential figures, survivors and civil society – has the power to strengthen shared norms around how war is conducted and to strengthen the existing norms prohibiting conflict-related sexual violence. We believe that if more people really understood the ways in which sexual violence is used in conflict, its patterns and scope, and the profound harms and devastating consequences it inflicts – and that these crimes are allowed to continue with absolute impunity – that this would catalyse a much louder outcry, triggering a movement to demand change, which in turn would build and sustain the moral imperative on States to act.

In 2021 we [laid the groundwork](#) for the Red Line initiative and campaign by reaching out to SEMA members and many civil society organisations to seek input and support. Additionally, we organised a number of high level legal expert meetings to identify the existing legal gaps and gather support for the initiative.

In 2022 we will further build on this groundwork and continue to work with SEMA members and create to partnerships with organisations such as Nadia's Initiative and the International Federation of Gynaecologists and Obstetricians to build a global coalition, identify supportive states, and start the public awareness campaign.



We continued to [support the calls for justice](#) from Dr Mukwege demanding the implementation of the United Nations' [Mapping Report](#) in DRC. This important report, completed in 2009, comprehensively analysed and catalogued human rights atrocities committed in the DRC between 1993 and 2003, showing beyond doubt that women and children were the primary victims of horrific crimes against humanity committed by numerous armed groups in this time period; however, the report has effectively been shelved and no action has been taken to act on its findings or recommendations. In the face of this lack of justice and accountability, violations are still a part of the daily life of civilians in the DRC, while perpetrators walk free.

Organisational Development

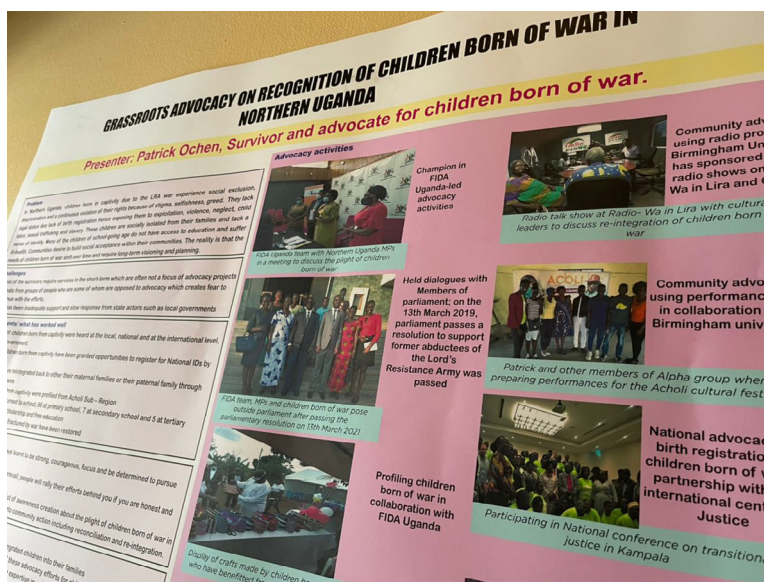
General Affairs

In December 2020, the Mukwege Foundation's statutes were adapted to better reflect the current size and complexity of our organisation. The Board now consists of the Director(s) who are responsible for the overall management of the organisation, while our Supervisory Board is the oversight body. Our governance principles are described in our statutes, as published on our website, and our internal procedures. These documents state which decisions require the Supervisory Board's approval and which responsibilities are delegated to the Board/Director(s).

Office move – The Hague

We moved to a new location in January 2021, as the owner of the previous office planned to renovate and repurpose the building. In the process of defining the requirements for the new office space we took into account the new insights and ways of working we developed during the coronavirus pandemic and which we envisioned would become part of our new way of working. We have opted for a full, flexible use of our own office space by the team and have allocated specific days for each team to be able to work on-site. On the other days employees are flexible to work off-site if they prefer. This not only allows for a flexible approach that is very much appreciated by the team, but also significantly reduces the number of desks and other facilities needed. We were able to move to an office space that facilitates this by also having additional meeting rooms and break-out spaces available.

The presence of other NGOs in the previous building was valuable and we are very happy that the City of the Hague, together with the Humanity Hub, were able to establish a new office space as Humanity Hub 2.0. This allowed many of the previous tenants to move to the new office together and collectively become members of the Hague Humanity Hub. Although, due to Covid-19, the team was not able to take full advantage of membership of the Humanity Hub in 2021, the benefits are already clear to see in the first months of 2022.



CAR office and team

To better support the Nengo project in the Central African Republic (CAR) and increase our ability to identify other projects and funding opportunities to offer more support to survivors of conflict-related sexual violence in CAR, we opened the first ever Mukwege Foundation office in a project country - this is a true milestone.

To ensure the proper procedures, policies and support are in place for the country team, we developed a field manual and are increasing the financial and administrative capacities in both our headquarters as well as the country office. Our team in CAR as per 31st December 2021 consist of three international staff and thirteen national staff positions

Strengthened team capacity

Given the increased diversity of donors, including institutional funding, a project control function has been added to the team in the Hague to support the programme team in the Hague as well as the team in CAR.

A Programme Director will be recruited in 2022 to strengthen the Management Team and provide support to in-country projects and the programme team.

To benefit from the increased awareness and support for the mission of the Mukwege Foundation and to allow for the generation of unearmarked funds we opened a individual fundraising position at the end of 2021.

Risk matrix

With the growing size of the organisation, and a permanent presence on the ground in the Central African Republic, we have created an overall Risk Register, which determines our 'risk appetite' per risk category, and lists current risks and mitigation measures for each category. This register, developed in 2020, was implemented in January 2021 and is regularly reported on in Board meetings.

Operational policies and procedures

At an operational level, implementing more and more complex projects creates both opportunities and challenges. We continue to upgrade and strengthen our policies, procedures and staff capacities to allow for a solid basis to support increasingly complex projects and programmes. We have updated our HR policies to accommodate an increased number of international staff based in project countries. We continue to ensure that all staff travelling to and based in the project countries have received safety and security training and are properly briefed on the security context. We ensure that psychosocial support for staff is in place, when needed, and continue to assist our team in developing good self-care practices to mitigate the risk of secondary trauma.

We have an Integrity Policy in place and a clear procedure for reporting integrity violations has been set up, which includes having a trust person in the organisation, and procedures for reporting violations and whistleblowing. In 2021 no complaints have been reported.

Additionally, we continuously work towards strengthening our project monitoring and learning frameworks to strengthen the evidence base underpinning our programmes.



First Intervention in Bangui on 8 March 2021

Communications

Following the priorities set out in the Strategic Plan, our communication activities in 2021 raised awareness about the activities of the Foundation and SEMA, as well as expressing our concerns on new or ongoing conflict situations and the use of sexual violence as a weapon of war.

In January, we were able to visit Panzi Hospital in DRC and celebrate together with Dr Mukwege and the founding Director, Esther Dingemans, the [5th Anniversary of the Mukwege Foundation](#). We shared messages of support from survivors and supporters on social media.

In April 2021 we sought attention for concerning reports of the widespread use of sexual violence in [Tigray, Ethiopia](#). Over the following months, we continued to raise awareness about the importance of justice for survivors, including the conviction of the [Lord's Resistance Army Commander, Patrick Ongwen](#), by the International Criminal Court, [Dr Mukwege's call for a red line](#) against conflict-related sexual violence. We also highlighted the achievements of SEMA members.



Leeza Gazi
Director Rising Silence

SEMA Update:
CONGRATULATIONS TO SEMA MEMBER LEESA GAZI. SHE HAS WON THE PSVI FILM COMPETITION WITH HER BEAUTIFUL AND IMPORTANT FILM RISING SILENCE PRESENTED AT THE MOVIES THE MATTER FILM FESTIVAL.

dr. Denis Mukwege Foundation

SEMA

mukwegefoundation Congratulations Leesa Gazi for winning the Preventing Sexual Violence Initiative film competition. Read more about her film and moving remarks at the @MoviesthatMatterFestival last night. Read more at the MukwegeFoundation.org

#preventingsexualviolence
#crsv
#risingsilence
#standwithsurvivors

57w

We organised two social media campaigns around the '16 Days of Activism' and the book launch of Dr Mukwege's new book **"The Power of Women"**. The two campaigns reached as many as 262,321 people and resulted in at least 963 new followers across all social media platforms (combined).



Our own social media channels are our most important platform for our public campaigns. As outlined in our 3-year Strategic Plan, we will continue to collaborate with members of the SEMA network and the national survivor networks to advance our advocacy aims through survivor-led project documentation, visual storytelling, and strategic media partnerships with local media outlets.

At the end of 2021 we had the following numbers of followers:

FACEBOOK	LINKEDIN	INSTAGRAM	TWITTER	MAILING LIST
39,221	21,471	9,450	8,638	4,228



Fundraising

As expected, 2021 was a challenging year for fundraising due to the consequences of the COVID-19 pandemic. For grant funding in particular, this had several impacts. Some of our regular donors reprioritised their funding meaning that our grant proposals were no longer eligible or given priority; in other cases expected, regular grant funding was not renewed. These challenges were compounded by COVID-19-related delays in implementing and completing running projects, meaning that we were not able to make new funding applications to some of our donors during 2021.

Our fundraising forecast at the start of 2021 included a number of grant proposals which had a high chance of success but which in the end could not be realised for these reasons. By the end of the second quarter of the year, therefore, we revised our projected income downwards to reflect these realities. However, this downturn in the fundraising context was foreseeable, and is offset by a healthy pipeline of grant applications awaiting donors' decisions in the first two quarters of 2022.

We tackled the challenge of a volatile and rapidly-changing donor landscape by doing research and analysis of donors and trends in the human rights and transitional justice sectors, and identifying new potential foundations and trusts to proactively approach for support.

We also took the time to review the data that we have gathered about our fundraising successes and failures over the first five years of the Foundation's activities, and to check our strategy and assumptions against the evidence and feedback of our donors. This internal review gave us useful insights into the development of our fundraising successes and reinforced our commitment to our current fundraising strategy.

We also stepped up our work to develop partnerships - a continuous process which involves the whole team. We reached out to make connections with other likeminded organisations and nurtured partnerships where there are good synergies for collaborative working, both in terms of project implementation and also potentially for making joint funding proposals in the coming years.

Looking at the overall trend over the past 5 years, we can see that with the exception of 2019 – the year after the Nobel Peace Prize was awarded to Dr Mukwege and Ms Nadia Murad – the project funding that we have acquired year-on-year has remained relatively stable. It should also be noted that some of the funding acquired in 2019 was for the start up of the Global Survivors Fund, now a separate organisation with its own programmes and funding sources. As the Mukwege Foundation consolidates and refocuses its priorities, and as its programme ambitions grow, our fundraising strategies and successes will also need to grow.

Total project funding acquired per year (rounded) in Euros

2016*	2017	2018	2019	2020	2021
745,660	2,040,650	2,371,170	6,657,700	2,753,000	2,400,620

* start up year

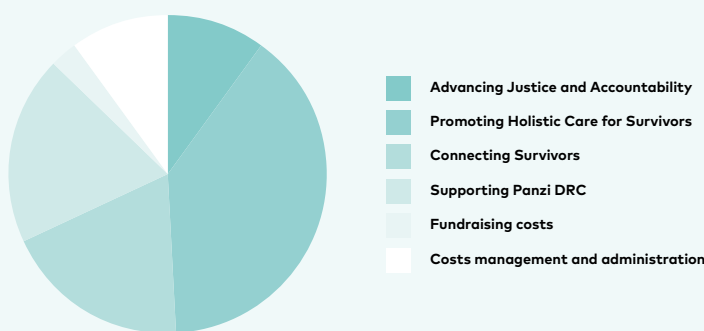
Sources of income and fundraising strategy

Currently, the Mukwege Foundation's fundraising strategy and efforts focus primarily on project funds from institutional donors including governments, multilateral organisations, and grant-giving trusts and foundations (50.1% of our total raised funds in 2021). We respond to competitive tenders as well as making proactive approaches to potential donors. Much of this work is done by the team based in the Hague, but as our team in the Central African Republic develops partnerships and a track record in that context our aim is that it will be able to respond to national and regional tenders and calls for proposals in its own right.

Project funding is complemented by a smaller stream of unearmarked funding from individual donations (12.4% of total raised funds in 2021). The Mukwege Foundation has a loyal base of recurring donors which continues to increase year-on-year. Donors can choose whether they wish to support the international work of the Mukwege Foundation, or the work of Panzi Hospital and Foundation in DRC, and we have seen an increase in individual donor engagement through third party fundraising, encouraged via our website and our social media engagement.

As for every non-profit organisation, unearmarked funding is essential for the Mukwege Foundation, allowing us to invest in scoping and preparatory work, to adapt to unforeseeable changes in our working environment, and to invest in what we believe in, allowing us to stay true to our priorities so that we can drive our own strategic growth. This, and our analysis of our fundraising successes and potential for growth has led us to decide to invest in additional fundraising capacity in 2022 to develop our individual giving fundraising more proactively.

Finally, we are very grateful for the multi-year annual contribution made by the Dutch National Postcode Lottery which gives us a stable financial base – invaluable in fast-changing and unpredictable times – and allows us to invest in and grow our programming according to our Strategic Plan 2021-2023 priorities and survivor-centred principles.

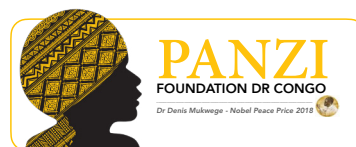
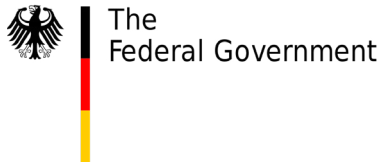


Expenditure

The Foundation's expenditure is primarily on implementing its own programmes (68%) and on support to Panzi Hospital and Foundation DRC (19%). The Foundation's administration, management and fundraising costs amount to 13% of expenditure, which is low for a non-profit organisation implementing programmes in our sector.

Acknowledgement

We would like to thank all partners and donors for their continued support of survivors of conflict-related sexual violence around the world.



Regional Training Facility on
Prevention and Suppression of Sexual
and Gender Based Violence
in the Great Lakes Region



Centre Régional de Formation sur
la Prévention et Suppression des Violence
Sexuelles Basées sur le Genre dans
la Région des Grands Lacs

THANK YOU

For further information, please contact us at:

info@mukwegefoundation.org

