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**Mukwege**  
Foundation



# Strategic Plan

2021-2023

[www.mukwegefoundation.org](http://www.mukwegefoundation.org)

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# Introduction

## Our Mission and Theory of Change

### Our Mission

We support survivors' demands for a world where sexual violence as a weapon of war is no longer tolerated and bears consequences for individual perpetrators and states. We work for a future where survivors receive the holistic care & compensation that they need to rebuild their lives. We create opportunities for survivors to speak out and be heard, and where they can organise to create change, influence policies, and demand justice and accountability.

### Theory of Change

Our goal is to change the collective response to sexual violence in conflict – so how do we see this change happening? To heal from the harms of sexual violence, victims need to regain agency and control over their lives, their decisions, and their bodies. Their needs are complex and interconnected, and the solutions need to be designed with this in mind.

The Mukwege Foundation sees 3 interconnected strategies as essential for change to happen:

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

The underlying assumption for all these strategies is that the collective silence around sexual violence is what makes it such an effective weapon. It fuels a sense of shame in victims and their family members, enables impunity for perpetrators, and prevents victims from seeking support.

Our approach is survivor-centred, meaning that we work alongside survivors, and that we believe survivors themselves are best positioned to define their needs and solutions. We work to create the conditions that will allow survivors to take a leading role in fighting for their rights.

Our strategies reinforce each other, creating an enabling environment where survivors can genuinely become agents of change:

- When survivors have access to dignified, holistic, quality care which meets all of their needs, they can recover and heal from trauma, and regain their personal agency;
- When survivors are given safe spaces to share their experiences among peers, and have their stories heard, they can support each other and start to reclaim their power;
- When survivors know their rights and can voice their needs, they can become agents of change. They can organise themselves to claim their rights to justice and reparations.
- When survivors and their communities speak out about sexual violence, they can break through society's collective silence, and challenge deeply rooted taboos which blame victims, exclude them from decision-making, and leave them powerless to change their situation.
- When survivors' experiences and testimonies are documented on their own terms, the harms that they have suffered can be publicly acknowledged, and the widespread denial of these atrocities can be challenged.
- When proper survivor-centred accountability and transitional justice mechanisms are in place, the cycle of impunity and recurrence can be broken.



# Introduction

## Opportunities

As the Mukwege Foundation, we are grateful for the ample opportunities we have had in the five years since we became an organisation, as well as the increased visibility of our work following the Nobel Peace Prize in 2018.

The creation of SEMA, the Global Network of Victims and Survivors to End Wartime Sexual Violence, and our close working relationship with local, in-country survivor movements worldwide has contributed to both a recognition of the concept "nothing about us without us," and to the relevance of the Mukwege Foundation's work at the international level.

In the current global humanitarian and development landscape, the concept of holistic care is increasingly accepted, and the principle of South-south capacity building resonates well with the international discourse around post-colonial remnants in international relations.

The creation of the Global Survivors Fund in Geneva in 2019, following the strong advocacy of the Mukwege Foundation and SEMA members, together with Dr. Denis Mukwege and Ms. Nadia Murad (2018 Nobel Peace Prize co-laureate), has created strong opportunities for survivor-centric

reparation projects. Ongoing collaboration with the Global Survivors Fund will allow for continued synergies and opportunities to support local survivor networks in countries around the globe.

Building on these opportunities, over the next three years, the Mukwege Foundation will continue to expand and strengthen its programme and advocacy work. To expand our current work on holistic care, to mobilise survivors' agency, and to promote survivor-centric transitional justice, we will need to strengthen our operational, technical, and staff capacities and further nurture our strong working relationship with Panzi Foundation. It will also be essential to support Panzi in growing its capacity to jointly expand the holistic care model beyond the borders of DRC.

The Mukwege Foundation will develop country strategy documents reflecting a thorough understanding of the context, including survivors' needs and opportunities. These country strategies will guide our multi-year engagement on both holistic care as well as national survivors networks, and serve as the basis for targeted fundraising. We look forward to the opportunities to come in the next three years.



# Strategy 1: Promote access to holistic, quality care for survivors of sexual violence worldwide

**We promote the model of holistic care for survivors of conflict-related sexual violence, pioneered at Panzi Hospital DRC, as a human rights standard globally, and we facilitate the roll out of this model to other (post-)conflict zones. Wherever possible, we promote an approach where these services are integrated in existing healthcare systems, and we work with local actors to embed the model sustainably in the country context.**



Panzi's model of holistic care is structured around four pillars that respond to the interconnected consequences of sexual violence. Each survivor of sexual violence that accesses Panzi's services has a dedicated social assistant assigned to her or him from the start. Together, they design a tailor-made healing pathway that includes:

- medical care, including surgery for severe gynaecological injuries where necessary;
- psychological support through one-on-one support and/or group counselling;
- legal representation, and assistance in obtaining forensic evidence;
- socio-economic assistance such as literacy training, small business management, or microcredit programmes.

The Mukwege Foundation facilitates a process of knowledge- and expertise transfer among Panzi and other multi-sectoral service providers in conflict-affected settings outside DRC. We do this through:

- Country-level needs assessments;
- Technical accompaniment of local service providers and other stakeholders;
- South-south training and knowledge exchange programmes with Panzi experts;
- Fundraising for projects implementing the holistic care model;
- Deployment of field coordination staff as needed;
- International advocacy.

To further showcase this holistic care model as a human rights standard, it will be important for the Mukwege Foundation to develop a track-record of expertise in different countries and contexts and demonstrate the applicability of the model in active conflict, post-conflict, displacement, recovery, and transition settings.



## Holistic care projects

### Central African Republic

In March 2020 we started a four-year program in Central African Republic (CAR) with a consortium consisting of the Pierre Fabre Foundation (PFF), l'Institut Francophone pour la Justice et la Démocratie (IFJD) and the Mukwege- and Panzi Foundations to implement a holistic care project in Bangui.

This project will improve access to quality holistic care for survivors of sexual violence by means of the creation of a so-called one-stop-centre. It is an example of a South-south approach, enabling a team of Panzi experts to work alongside their Central African colleagues to support them in setting up a holistic care system.

The team adopts a survivor-centric approach, ensuring strong survivor involvement in the development of the project. By the end of the project, an estimated 3,000 survivors of sexual violence and women with serious reproductive health issues like fistula or prolapse will benefit from medical, psychosocial, legal, and socio-economic assistance.

The Mukwege Foundation deployed an international project coordinator to Bangui, who supports the team of experts from Panzi and other project staff in-country.

### Iraq

In November 2019, the Mukwege Foundation co-launched a project with Yazda in Northern Iraq. The aim is to establish a modest one-stop-centre for survivors of sexual violence by ISIS. This centre will be operated by Yazda and will offer integrated services to meet the various needs of survivors of located in IDP camps around Dohuk. Due to COVID, the project saw some delays and in 2020 support was mostly financial in nature, allowing Yazda to strengthen the livelihoods pillar at the centre. Future training and supervision of the staff team will be conducted by experienced trainers from Panzi Hospital DRC, in addition to an exchange visit at Panzi Hospital where the Yazda staff can consolidate their learning. Following this South-south knowledge exchange, Yazda will then cascade their knowledge further to colleagues and professionals working in this area.

### Great Lakes

In 2019, the Mukwege- and Panzi Foundations started a collaboration with the International Conference of the Great Lakes Region (ICGLR<sup>1</sup>) Regional training facility. This collaboration aims at enhancing survivors' access to quality holistic assistance in the Great Lakes Region by integrating the topic of holistic care in the institutions' training activities, which form part of an ambitious regional programme to train thousands of Sexual and Gender-based Violence (SGBV) professionals in ICGLR member states, utilizing a training of trainers approach. This integrated training will be piloted in the Democratic Republic of Congo (DRC), Zambia, Rwanda, Uganda and the Central African Republic by joint teams of Panzi trainers and trainers selected by the regional training facility, with the aim to embed the holistic model of care within the healthcare systems in the Great Lakes.

### Guinea

Since January 2018, in partnership with Panzi Foundation DRC and L'association des Victimes, Parents et Amis du septembre 2009 (AVIPA), the Mukwege Foundation has been working on strengthening support for survivors of sexual and gender-based violence who were assaulted during the massacre of the 28th of September 2009 in a stadium in Conakry, Guinea. Through a South-south capacity building approach, Panzi has worked side by side with a team of doctors and psychologists in Guinea for a period of three years, for which the Mukwege Foundation has funded project activities. Since the start of the project, survivors have gained access to medical, psychosocial, and socioeconomic services, as well as advocacy and sensitization. We are currently phasing out this project given the upcoming end of the contract, and the Guinean doctors and psychologists trained throughout these three years will aim to continue providing these services beyond the end of the project.

<sup>1</sup> The International Conference of the Great Lakes Region (ICGLR) Protocol on the Prevention and Suppression of Sexual Violence against Women and Children (2006) mandates the creation of a Regional Training Facility (RTF). This Regional Training Facility is mandated "for training and sensitising judicial officers, police units, social workers, medical officers and other categories of persons who handle cases of sexual violence in the Great Lakes Region".

## Three-year strategy

### Provision of holistic care

In the upcoming 3-year period, we aim to continue the planned project in the Central African Republic (Project Nengo), phase out our project in Guinea, expand our work to improve care for survivors in Northern Iraq, and start up two holistic care projects in two of the following contexts: Colombia, Uganda, Burundi, Mali, Nepal or Bangladesh.

Though we ultimately aim at supporting the creation of full one-stop centres or other holistic care models that include all four pillars of support, we will also support projects in which the Mukwege Foundation strengthens one or two core pillars, prioritising the provision of compassionate medical- and psychological care.

### Advocacy for holistic care

Together with Dr. Mukwege, we will continue to promote the holistic care model at international conferences, at inter-agency forums, and by building a network of partnerships with UN agencies, NGOs, academics, and practitioners.

### How & what is needed

In order to further roll out the holistic care model and advocate for the use of the holistic care model on a global level, the Mukwege Foundation will:

- Continue to work in partnership with Panzi in scaling up holistic care for survivors worldwide, and support Panzi in creating sufficient and additional capacity in its holistic care teams, enabling the scale-up and roll out of their work abroad. As a first step we will recruit a Programme Manager who will liaise with the Mukwege Foundation and be part of the management team at Panzi Foundation.

- Reinforce the Mukwege Foundation's staff capacity to develop and implement holistic care projects. This in first instance involves an additional staff member in The Hague to support with strategic oversight and expertise, but we also would like Mukwege Foundation staff being based in the field to support the roll out of holistic care programmes. For this purpose, we will develop field-work procedures and systems including for managing and supporting field-based staff.
- Develop, together with the Panzi team, training modules to support the implementation of the holistic care handbook developed by the Mukwege Foundation in 2018.
- Strengthen and deepen country assessments to assess opportunities for holistic care projects.
- Further standardise and harmonise our project tools.
- Develop an advocacy strategy to promote holistic care as a human rights standard at national and international level. In support of this advocacy strategy we will strengthen documentation and communication on the Foundation's holistic care work.
- Work on a robust M&E framework to further strengthen the evidence base, which will allow us to continuously improve the model and which can be used to influence policy and practice.
- Further align our holistic care work with our support for survivor networks. Survivor networks can play an important role in promoting and facilitating access to care for other survivors.

# Strategy 2: Support survivor-led activism for solidarity, recognition and to end stigma

Survivors face devastating social stigma that prevents them from seeking justice, excludes them from their communities, and often leaves them (and their children) without any support. Many survivors suffer alone, unable to fight for their rights, or to influence programmes meant to support them. We believe this needs to change.

With our support, survivors of wartime sexual violence from 21 different countries have formed their own global activist network. SEMA gathers victims and survivors of wartime sexual violence from all around the world, acting in solidarity, mobilising collectively to speak out about the reality of sexual violence in conflict, and advocating for change. The global network is rooted in survivor-led, activist networks at a local level, representing thousands of survivors of wartime sexual violence around the globe.

The international dimension of this network is essential, bringing survivors from different generations, continents, and cultures together to learn from each other. Their exchanges help them to see the commonality of their experiences in the wider context of systematic sexual violence used as a weapon of war.

Their journey so far has been impressive. From joint statements to unprecedented mass demonstrations and inspiring speeches at international events, they are speaking out powerfully and acting together.

We have learned invaluable lessons while working alongside survivors to build their movement. Key lessons that we will take forward are:

## **Survivors are experts in their own right.**

The Mukwege Foundation plays a key role in ensuring that survivor participation in advocacy meetings is meaningful and respectful, and that survivor activists are not undermined (unintentionally) as helpless victims nor exposed to re-traumatising encounters, such as being asked intrusive questions.

**Inspiration, hope, and solidarity** are essential building blocks to maintain motivation and momentum, particularly in the face of inevitable setbacks. Connecting grassroots survivor networks in regional clusters and in an international network helps the successes of one person, or one network, to be felt as the success of all. Time and again survivors have shown us that face-to-face gatherings have the power to deepen connections and accelerate learning processes. For these reasons we are committed to continuing our search for sponsors and donors to support survivors' annual, international retreats and exchanges.

## **Sustaining strong connections between the local, national, and international levels**

within the SEMA network is essential to build a shared vision and amplify survivors' voices. Grassroots advocacy and activism reinforce pressure to change national or international legislation and vice versa. Online connections, meetings, media opportunities, and translation services are the basics needed to gain visibility and reach.

Survivors are the best advocates for their own needs and rights. They need **safe spaces**, non-judgemental support, and sufficient time for **personal healing** to be able to share their experiences and to find their voices. For this, they need sustained psychological support, **good self-care, and financial support** for their time and lost income as a precondition to undertake advocacy and lobbying.

We need to **invest in survivors' capacities and autonomy** with a mixture of mentoring, coaching, learning exchanges, and skills development approaches, so that they can set the course of their movement for the years to come.

The Mukwege Foundation serves an **essential intermediary role** in sourcing and channelling financial resources to grassroots survivor groups who — like many advocating for rights in fragile states, conflict zones, or under repressive regimes — may not be legally registered.



## **In 2020, the Mukwege Foundation commissioned an in-depth evaluation of our work with survivor networks.**

The evaluation found that both the Global Action Network, SEMA, as well as national survivor networks report feeling supported and recognised by the Mukwege Foundation; the various trainings that survivors received have improved their confidence, public speaking, and leadership skills.

The evaluation demonstrated that the SEMA network's emphasis on survivor ownership and participation makes it unique in the global landscape of advocacy initiatives around sexual violence in conflict and has tangible benefits for the project participants. In the past 2 years, SEMA has led the charge to raise global awareness of the reality and consequences of wartime sexual violence, as well as the response required. Efforts have included initiating and strengthening in-country survivor networks through capacity-building training, exchanges, and knowledge sharing visits for survivors to Colombia, South Korea, Kosovo, and Bosnia & Herzegovina, several international retreats, and resources for national networks to undertake self-determined activities and local advocacy. Our work with the SEMA network succeeded in creating opportunities for meaningful survivor participation in international human rights fora and consultations where survivors advocate for their right to holistic care and reparations.

### **Key Recommendations from the evaluation:**

The Mukwege Foundation's commitment to a survivor-led approach is proof that SEMA's approach is as important as its outcomes. This is despite the fact that this approach requires considerable time and financial resources and cannot be fully achieved in the short-term. The survivor-centred approach should enter in future M&E frameworks as a discrete, process-oriented goal (rather than a framework only including outcome-oriented goals).

Given the inherent difficulty of monitoring and evaluating advocacy and protection programming, due to the broad scope of key concepts and objectives, it is important to define key project concepts, outcomes, and indicators in ways that are specific, measurable, achievable, relevant, and time bound (S.M.A.R.T.).

The national networks in CAR, DRC, Nigeria, and Ukraine have made considerable progress, and the Mukwege Foundation still provides support in terms of funding and coordination. In the view of survivor networks growing more autonomous, we are considering increased investment into capacity-building for national networks' project management and fundraising capacities. The Mukwege Foundation, SEMA, and the national networks should jointly take a proactive approach to fundraising and start to develop tailored, country-specific handover plans with a view to increase autonomy and sustainability.

Although the Covid-19 global pandemic renders a lot uncertain, connectivity is at the heart of what makes SEMA thrive. There are positive indications that SEMA can not only manage the challenges ahead but may even thrive in new ways. It is recommended to continue to prioritise connectivity through the adoption of digital tools and approaches.

## Three-year strategy

### Support to SEMA: The global network for victims and survivors to end wartime sexual violence

During the coming three years we will continue to further strengthen SEMA, building on the internal lessons learned and the outcomes of the external evaluation.

One key way of accomplishing this will be to continue the annually organised global retreats for SEMA members in order to give victims and survivors a safe space where they can speak out, share with their peers, receive support, and further develop their advocacy skills. We have witnessed the accelerated learning processes and increase in confidence and autonomy that survivors' draw from these opportunities, and we understand their value to build SEMA's sustainability and autonomy in the longer term.



Another important goal will be, together with SEMA members, to review the structure of SEMA and further develop their Charter and criteria for future membership. This will guide the development of SEMA as a global platform and the working relationship of SEMA vis-a-vis the national networks. Further, we will continue to stimulate member engagement in SEMA, as part of a broader effort to enable survivors to further develop their skills and leadership.

At a national level we will expand our support to survivor networks around the world. This includes financial support, capacity building, support for survivor-led advocacy, and psychological and livelihoods support to enable survivor activism.

### How and what is needed

In order to accomplish the goals outlined above, the Mukwege Foundation will:

- Organize a regional learning exchange each year for a core group of survivor coordinators and advocacy leaders to share knowledge, discuss best practices, and build a common vision;
- Further roll out an individual mentoring/coaching program for SEMA members;
- Continue the ongoing self-help webinars to prevent re-traumatisation and promote good self-care practices of members;
- Facilitate 5 webinars per year on topics chosen by SEMA members;
- Continue to provide modest financial support for connectivity, to ensure all SEMA members have access to internet and can play an active role in the network;
- Pay attention to safety and security of survivor activists – at international and national levels – by providing training and support, developing protocols, and identifying key partnerships;
- Create an online museum documenting survivors' histories of conflict and their struggle for recognition, with the view to enable survivors in creating a 'collective memory' to document their testimonies on their own terms. The e-museum will be a home for the living memories of survivors, an academic and historical archive, an awareness-raising tool, and a resource for survivor advocacy.





## National survivor networks

The Mukwege Foundation will continue to play a key role in building capacity and giving technical support and advice to emerging and new survivor-led grassroots networks. We help to create advocacy opportunities, facilitate survivors' exchanges with networks in other countries, and support their process of peer learning.

During the period 2021-2023 we will further build on the conclusion and recommendations of the evaluation and we will continue to support local survivor networks with capacity building and resource strengthening, enabling them to develop solutions and actions according to their own context.

In addition to continuing support for DRC, CAR, Nigeria, Guinea, Syria and Ukraine, we will extend our focus to include support to national survivor networks in Uganda, Burundi, Iraq, Mali, South Sudan, Bangladesh/Myanmar, and Nepal.

## How and what is needed

- We will develop a tool kit to capture, standardise where possible, and further improve the various strategies and tools/trainings/lessons learned related to supporting the local survivor networks;
- We will maintain a close working relationship with the Global Survivors Fund to identify synergies and potential opportunities to ensure survivor participation in reparations mechanisms;
- We will facilitate exchanges between national networks. For this purpose, we will organise three regional retreats connecting local, national and regional survivor networks for mutual support, inspiration, learning and growth;
- We will strive for a strong role of the survivor networks in the implementation of and advocacy for holistic care programmes;
- We will continue to build the skills, mutual support mechanisms, and tools including mental health guidelines & good practices for the Mukwege Foundation staff working closely with the SEMA network.





## Strategy 3: Advocate for accountability and survivor-centred transitional justice mechanisms, including reparations and redress.

**Since the network's inception, SEMA members have been exploring how the network can contribute to increased accountability and survivor-centred transitional justice mechanisms and processes. Survivors made it clear that the current mechanisms are a) lacking, b) often unsuccessful and c) not conducive to survivors needs.**

During one of its global retreats, survivors identified access to reparations as one of their main priorities. As part of its support to national survivor networks, the Mukwege Foundation has worked on raising global awareness on the right to reparations, understanding of existing mechanisms and avenues for obtaining reparations, and on building the SEMA networks' advocacy capacities. After two years of joint advocacy with survivors, this culminated in the establishment of the Global Survivors Fund.

The Mukwege Foundation had envisioned 2020 as a year to develop our advocacy strategy in areas related to accountability and survivor-centred transitional justice. Given the COVID restrictions, this could not take place, and we are now facilitating a process through which SEMA members, partner organisations specialized in transitional justice, and the Mukwege collectively work on an advocacy strategy and define concrete actions for this Strategic Plan.

Ideas on potential avenues have ranged from organising people's courts or public hearings, to advocating for more focus on survivors' needs during criminal trials, or an accountability 'barometer'. Another idea is to test a blend of transitional and criminal justice approaches in communities.

### How & what is needed

- In 2021, we will facilitate an international exchange for SEMA survivors for intensive strategy discussions.
- By the end of 2021, a clearly defined advocacy strategy focused on accountability and survivor-centred transitional justice including action plans, a timeframe, and a monitoring & evaluation framework will be in place.
- We will continue to support and create advocacy opportunities based on the actions plans in place (e.g. policy analysis, coalition building, lobbying).
- The Mukwege Foundation will expand its advocacy capacity by hiring an advocacy expert with experience working with grassroots movements.



# Partnerships

In the previous three-year period, from 2017 to 2020, we invested in various partnerships to further strengthen our impact. Through these partnerships we learned that the clear added value contributed by the Mukwege Foundation is our survivor-centred approach, which ensures survivors are involved in the activities and decisions that impact them. While our partnerships have thus far focused largely on holistic care and advocacy for reparations, another key area to explore is transitional justice, where we are developing strategic partnerships with like-minded organisations who possess specific knowledge on transitional justice and legal issues.

## How and what is needed:

- Continuation with the Friends of Panzi' group, which collaborated throughout 2020 to support Panzi Hospital's response to the covid-19 pandemic. We intend to continue this collaboration to better align and coordinate our global support to Panzi, both in respect to the pandemic as well as general programme and advocacy support.
- Further investing in our relationship with the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, who has played an essential role in getting a survivor-centred approach recognized as good practice and reflected in policy. Our partnership became more concrete thanks to the co-organisation of a joint event in 2020 to commemorate the 20th anniversary of security council resolution 1325. We are keen to continue strengthening this partnership, especially on transitional justice, and particularly in a few key countries like CAR and DRC.
- Identifying 'flagship' countries for holistic care, or specific pillars of the model, based on the identified needs and opportunities and with the ultimate goal of ensuring a holistic care approach.
- Further strengthening the close strategic alliance with partners from Panzi on holistic care; especially Enfants de Panzi et d'Ailleurs and Common Threads, to allow for further expansion of the holistic care model into more countries.
- Build on the alignment with the Dutch government on their advocacy agenda, as well as partnering to strengthen access to mental health care.
- Participating in a consortium with French partners (Pierre Fabre, IFJD) to expand holistic care in CAR. We will evaluate our collaboration with our French partners in CAR at the end of 2021 to determine the most impactful and effective way forward.
- We will expand and strengthen our strategic partnerships with partners such as ICTJ and Redress around our work related to transitional Justice.

## Explore possible further cooperation with Panzi USA

In this three-year period, we will – based on the mission of the Mukwege Foundation and from the viewpoint of both organizations – further explore the potential impacts and advantages of increased collaboration with Panzi Foundation USA. Our Board is currently exploring, together with Panzi USA, possible alignment around a joint mission and what that would look like practically.

We are considering a phased approach in which we would gradually work toward more alignment and collaboration. This would be a strategic change to allow us to jointly provide more support to Panzi DRC, while also broadening our scope for advocacy and fundraising opportunities worldwide.

# Continuing support for Panzi's work in Congo

Dr. Denis Mukwege and his team at Panzi Hospital in DRC have treated more than 50,000 victims of sexual violence in the last two decades. The impact of their work on individuals, the region, and the country as a whole inspire us to take these best practices to a global level.

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 implement joint projects and fundraise for unrestricted support to Panzi Hospital and Panzi Foundation DRC.

## Organisational development

### Strengthening the backbone

In the last 5 years, the Mukwege Foundation has grown considerably, and moved from being a small start-up organisation, focusing primarily on advocacy against rape as a weapon of war, to an implementing organisation with its own innovative projects at an international level, and in (post)-conflict countries around the world.

Implementing more and larger projects provides both opportunities and challenges for the current internal organisation. We will continue to grow our funding base and staff base and ensure the necessary internal policies and procedures are updated and upgraded to meet and support the current organisational ambitions and future size.

We aim to develop a pool of consultants that we will work with on a regular basis to help us develop both the internal capacities and tools as well as help us to implement field projects. This pool will give us the flexibility and capacity needed to scale up when needed.

### How & what is needed

In order to accomplish this, the Mukwege Foundation plans to:

- Update our HR vision and policies, including developing a more standardised recruitment process and an onboarding programme for new staff, and include more specific arrangements for international field staff;
- Ensure all staff members travelling to the field are properly trained on safety and security, and that internal safety and security policies are in place and communicated to all staff;
- Ensure psychosocial support for staff is in place when needed, to further equip our staff with good self-care practices and prevent the risk of secondary trauma;
- Further automate and professionalise systems for budget control and project management;
- Further train staff on the implementation of our integrity policy.



*“ Panzi Hospital  
remains a crucial  
actor in dealing with  
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of survivors. ”*





## Communications

As of 2020, the Mukwege Foundation has a sizable, engaged audience, as well as a strong and growing relationship with media. We seek to maintain this position as well as expand our reach. We will accomplish this by showing the depth and breadth of our work; for instance, the numerous, complex, and sometimes challenging stories of survivors that inspire our mission, as well as staff in action, and important advocacy.

While we are pleased with the positive and dignified stance portrayed in our current images and identity, we seek to expand our representation to portray the gravity and urgency of our mission. We will also seek to promote both written and visual depictions of our work in places beyond the Great Lakes region of Africa.

In the completion of the above strategies, there are complementary communication aspects:

Strategy 1: Promote access to holistic, quality care for survivors of sexual violence worldwide

- Project documentation with updates and visual storytelling.
- Notes from the field of scoping trips reflecting our work speaking with survivors and researching opportunities.
- Sharing our in-country communications work. From local events to radio shows, we will share with the broader audience, our engagement with local communities.
- Wide dissemination and promotion of the holistic-care handbook.

Strategy 2: Support survivor-led activism for solidarity and recognition, and to end stigma

- Profiles of survivors and their activism at national and international levels.
- Work with survivors in country to accomplish their own communication goals.

Strategy 3: Justice and accountability, including survivor-centred reparations and redress

- Dissemination of advocacy strategies focused on policy or justice-based achievements.
- Dissemination of consistent messaging on survivor-centred transitional justice.

In addition to these initiatives, we remain committed to clear and efficient communication about who we are, what we do, to amplify survivors' voices, and to advocate for the prevention of sexual violence in conflict and increased access to holistic care. We will continue to build our communication mechanisms into a functional and reliable foundation from which to launch further outreach and advocacy campaigns.

How & what is needed

As we move forward with our strategies, we will contract an external service provider to assure timely, professional completion and execution of essential communication functions. This coordination will assure the maintenance of functionality and reliability as our communications work grows and diversifies.

To accomplish our communication goals for field activities such as projects and scoping trips, trainings will be undertaken based on need; in topics such as interviews, photography, and videography. Starting in 2021, workshops will help staff on field missions with both their skills and motivations.

When a field initiative calls for a stronger communications staff, efforts will be made to hire local talent.

## Methods

### News Media

The media is a powerful tool to amplify survivors' voices and break the silence surrounding sexual violence in conflict. We work closely with journalists, advocating for the publication of survivor's stories and the work being done by the Foundation.

In addition to media, we plan to seek out and publish academic or industry-level articles surrounding the topics most relevant to our work. In 2021, we will update our global database of journalists and strengthen our contacts with them and continue pitching stories that promote local and fair journalism inspired by survivors.

### Social Media

In the coming 3-year period, we aim to increase our audience on social media and focus on new and growing platforms. We will continue to encourage broad use of our social media messaging and tools, especially by survivors.

We will also remain vigilant towards the proliferation of misinformation and false messages by monitoring and staying aware of inappropriate behaviour, purposeful misinformation, and improper use of data.

### Website

We launched a new website in 2020 and will continue to build upon it by including a French translation and expanding content and video presence. We will continue to optimize the website's SEO as well as use the engagement data to continue to improve the site.

### Email News Updates

We will reliably communicate with subscribers of our mailing list, featuring a quarterly Mukwege Foundation News Update as well as advocacy updates.

### Multi-platform Campaigns

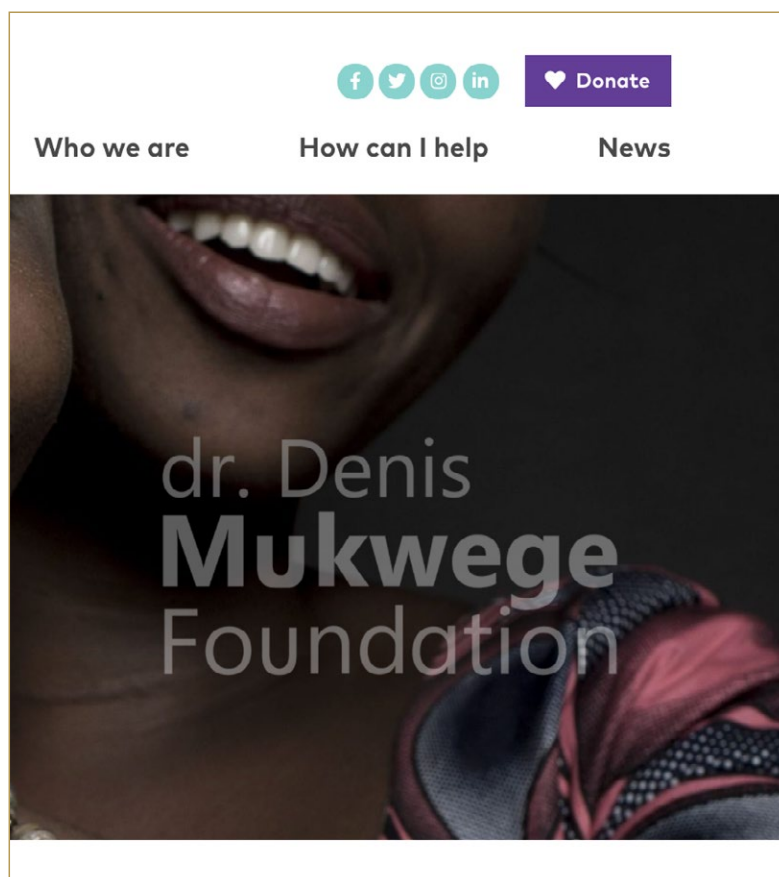
We plan to conduct 2 campaigns per year to increase awareness on the work of the Mukwege Foundation and support our advocacy strategy.

We will develop a set of communication materials about our holistic care strategy to better explain what it entails and share project updates. We will also continue to work closely with the SEMA network to communicate its identity and mission with that of the Mukwege Foundation – with all its synergies, relationships, and intrinsic power.

We will maintain visible links with our trusted partners that appropriately represent our mission and will promote one another's causes.

### New and creative technologies

In our quest to amplify survivor's voices, we will strive to embrace new, bold, and potentially unexpected methods. We will encourage survivors' storytelling and creative advocacy pursuits.





## Fundraising

### Foundations and Institutional donors

Our successful fundraising over recent years has allowed the Mukwege Foundation to steadily expand its activities, substantially supporting survivors worldwide in concrete ways.

From 2020 onwards, having 3 years of audited annual accounts, the Mukwege Foundation is eligible to apply for larger, multi-annual grants from institutional and multi-lateral donors, including governments, the EU, the UN, and large foundations. Participating in larger-scale, more standardised tender procedures allows us to access new opportunities for earmarked funding. However, competition in these types of tenders is stiff. We are a niche organisation, with a very specific mission and we are aware that this usually does not provide the most natural fit with current, more general funding streams of these types of donors.

Especially when it comes to launching multi-annual holistic care programmes (which require large, multi-annual budgets to be spent in-country) we will need to identify potential donors and proactively approach them with assessment-based concept notes rather than waiting for tender calls.

### How & what is needed

- We will ensure financial capacity within our 2021-2023 budgets to enable further country scoping visits;
- We will strategically analyse foreign interests that could be leveraged like AFD in former French colonies, and EU cooperation mechanisms to identify funding opportunities;
- We will analyse humanitarian funding opportunities such as country-based pooled funds and the Central Emergency Response Fund (CERF);
- We will increase our skills to design project proposals based on deeper understandings of country contexts, risk analyses, and wider local partnerships;
- Based on the country strategy documents in priority countries, we will develop concept notes and proactively approach donors based on the analyses above.

### Individual Fundraising

Though not our largest income stream, it is heart-warming to see how many individuals support our cause and donate quite spontaneously towards it. The Dr. Denis Mukwege Foundation has a small but loyal base of recurring donors who support the Foundation in a sustainable way. We will aim to honour the loyalty of our existing donors and more proactively manage these individual donor relationships.

Data from donors within our CRM, email statistics, and social media outlets will continue to be gathered and analysed to better inform marketing campaigns in the future. That data will also, in turn, inform qualitative data gathering as our support base grows.

As this type of funding is unearmarked, it is an important means to realise our ambitions as it creates the necessary space for essential work like scoping visits. We will therefore aim to increase this income through reasonable time and resource investments.

### How & what is needed

In addition to creating and sharing informative and engaging content featuring our work, we will continue to use strategic campaigns to try expanding our audiences.

In 2021, we will invest in communicating our mission and projects to the individuals who follow our work in hopes of encouraging deeper engagement. It is important that our individual donors understand their money directly supports survivors; for example, amidst the COVID crisis, individual donations enabled us to support survivors with contributions towards their internet and phone costs, ensuring they could keep in contact and engage in the SEMA network.

By investing in a new website and CRM system in 2020, we are now in the position to focus more on improving the engagement of loyal and new donors, and we strive to double the number of individual donors in the coming 3-year period.

## Governance

### International Supervisory Board

To better reflect its fast growth and current global reach, and to ensure more efficient and effective management, the Mukwege Foundation will adapt its governance structure. Our current Board will become a Supervisory Board, deciding on overall strategic and policy matters, while the daily management will be formally delegated to our Board that will consist of the 2 Directors. The Supervisory Board will be gender-balanced and will consist of people of a variety of backgrounds and capacities, e.g. fundraising, financial management, and content- and field experience in humanitarian programmes. Dr. Mukwege will still act as special advisor for both the Supervisory Board and the Directors.

### Participation of survivors

In the coming 3 years, we will expand and institutionalise the crucial inputs we receive from survivors in our operations. We will form a small group of survivors as a formal advisory group to the Directors and the Supervisory Board. They will be involved in all decision-making processes of the organisation, together with Dr. Mukwege, to ensure the Mukwege Foundation follows a truly survivor-centred path.

## Conclusion

In short, since 2015 the Mukwege Foundation has made strides in its mission of building a global survivor network and rolling out the holistic model of care beyond the borders of the Democratic Republic of the Congo with a sustainable, context-driven approach. We plan to expand our current work on holistic care, to continue mobilising survivors' agency, and to promote survivor-centric transitional justice to ensure the needs and demands of survivors are heard. We will conduct multi-year engagement through targeted fundraising, strategic partnerships, clearly outlined project goals and objectives based on survivor input, engaging communication of our work, and continued monitoring and evaluation of our projects with the aim of developing a track-record of expertise in varying contexts. We will continue to grow our structural base to ensure we can meet and support our organisational ambitions.

**The Mukwege Foundation is confident that we are ready for what is ahead, which will include more international work including implementation of new projects, as well as more on the topic of transitional justice, and continuing our path in respect to survivor activism. We really believe in this approach and we look forward to continuing this over the next three years.**

## Covid

We believe that the Covid crisis has allowed us to explore alternative approaches and proven that we can adapt and be creative. This Strategic Plan is based on the assumption that with the emergence of a publicly available vaccination, there will be significant improvement in the global situation by mid-2021. If this were to not be the case, or if a similar context were to emerge in the future, we remain ready to reconsider this strategic plan and adapt to the circumstances, building on our renewed capacity for creative approaches to our work.

## Contact

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