

dr. Denis
Mukwege
Foundation



ANNUAL REPORT 2024

www.mukwegefoundation.org

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Letter from our DIRECTOR

In 2024, our work unfolded against a backdrop of rapidly evolving political and social dynamics, marked by profound global and regional shifts, geopolitical tensions, escalating conflicts, and economic disruptions. These conditions continue to shape the environments in which we operate.

Alarming levels of conflict-related sexual violence are being reported in ongoing conflicts, causing survivors immense physical, psychological, and social challenges. Survivors often experience stigmatisation, marginalisation, and inadequate access to critical services—such as medical care, psychosocial support, legal aid, and livelihood opportunities.

Responding to these needs demands not only resources but a profound commitment to a survivor-centred approach that upholds dignity, agency, and empowerment. The year reaffirmed the high relevance of the Mukwege Foundation's Theory of Change and mission. In 2024, we successfully implemented the first annual plan of our new 2024-2028 Strategic Plan period.

We continued to deliver on our organisation's mission, making real progress across our programmes, further strengthening recognition of the importance of our survivor-centred approach, and insisting on the need for holistic care for survivors. We have also made important strides in global advocacy, raising awareness of the impact of the use of sexual violence as a weapon on survivors and their communities and stressing the existing state obligations to prevent and respond to conflict-related sexual violence.

I want to share two highlights : [the Thinking of You \(The Hague, 2024\)](#) exhibition and [the learning exchange](#) visit to Panzi Hospital and Foundation by a Ukrainian delegation. Each is a powerful example of our approach: together they show the breadth and range of our interventions to change the response to conflict-related sexual violence.

Mirroring the fast-paced growth in our programme portfolio during the last Strategic Plan period, the programme team rapidly expanded in 2023. In 2024, we focused on strengthening our institutional knowledge base,

capturing the lessons learned, and on strengthening the Foundation's back-office development and capacity.

The erosion of respect for international legal and political frameworks, coupled with widening rifts and diminishing political will, threaten the fundamental norms and values that underpin our mission. They also jeopardise financial support from governments that have historically been key allies in our work.

We are aware of the need to further diversify our funding streams and increase the support from individual major donors. We made some important first steps in this direction.

Survivor-led activism is about reshaping societies, influencing global policy, and ensuring that future generations inherit a more just and compassionate world. Driven by hope, survivors continue to push for justice, healing, and systemic change. They teach us about persistence and growth in the face of hardship and pushback. They inspire us to step up our efforts to respond to survivors who need our support more now than ever.

We are proud of what we achieved in 2024 and stand ready to continue our work alongside survivors to change the global response to conflict-related sexual violence.

Thank you for your support throughout this year.

Sincerely,

Katrien Coppens

Director of the Mukwege Foundation



Letter from a SURVIVOR

My name is Riyad Avlar, and I am from Türkiye. I was detained in the Sednaya military prison in Syria for 21 years, including 15 years of enforced disappearance. I was released at the beginning of 2017 and returned to my home country, Türkiye, where I co-founded the Association of Detainees and the Missing in Sednaya Prison (ADMSP).

I was introduced to SEMA, the Global Survivor Network, in 2022 and from the very beginning, I felt the warmth and unity of a close-knit family.

Thanks to the SEMA Red Line Initiative Working Group—a global advocacy effort led by the Mukwege Foundation to end conflict-related sexual violence—I have participated in key advocacy initiatives, including the [Preventing Sexual Violence Initiative Conference](#) and the pre-conference survivor workshops in 2022 in London and 2024 in Bogotá. These spaces, convened by the Mukwege Foundation, have amplified the voices of survivors worldwide, allowing me to learn from survivors from Africa, Latin America, Asia, and Europe. Every interaction has strengthened my commitment to advocate for justice and accountability.

I think that what makes SEMA so powerful is its sense of unity and mutual support. It is more than just a network—it is a movement that empowers survivors to reclaim their narratives and influence policies addressing conflict-related sexual violence. And the Mukwege Foundation's support has been instrumental in sustaining this space. By prioritising a survivor-centred approach, the Foundation ensures that our voices are truly heard and valued. Here, even our critiques are met with compassion, reinforcing that this is a platform genuinely built for and by survivors.

” **Being part of SEMA has transformed my life. It has given me the courage to speak openly about sexual violence, reclaim my agency, and stand in solidarity with others fighting for justice. It has also reinforced my commitment to ensuring that survivors have access to safe spaces, holistic rehabilitation, and reparations—not just as a form of redress but as a pathway to healing and dignity.**



I will keep advocating for transitional justice processes that centre survivors and provide holistic care and essential rehabilitation. Conflict-related sexual violence is a grave crime against humanity, and the world must take urgent and concrete action. We must stand together to hold perpetrators accountable, prevent future violations, and provide survivors with the medical, psychological, economic and legal support they need to rebuild their lives.

I am calling on states and other stakeholders to provide these holistic care services, including accessible healthcare, legal aid, and mental health support. Strengthening legal frameworks, enforcing accountability measures, and promoting economic empowerment initiatives—like job training and education—are essential. Public awareness campaigns to challenge stigma, funding for survivor-led initiatives, and meaningful survivor participation in policymaking are critical to shaping solutions that are responsive to survivors' lived realities.

Together with SEMA and the Mukwege Foundation, we are proving that change is possible when survivors lead the way. Our voices are no longer in the shadows—we are shaping the future.

Sincerely,

Riyad Avlar

SEMA member, co-founder and
co-executive of Association of Detainees
and the Missing in Sednaya Prison

PROGRAMME HIGHLIGHTS

In 2024, the Mukwege Foundation supported thousands of survivors, professionals and key community members via its Care, Voice and Justice and Accountability programmes. Here are our key achievements in numbers.

We provided training and accompaniment to
800+ survivors



Around the world, from Ethiopia to South Sudan, Nepal and Bangladesh, the Mukwege Foundation gave training to 804 survivors on topics such as survivor network strengthening, public speaking, and conducting referrals to care.

1400+ survivors
had access to medical care



We ensured that 1411 survivors of sexual and gender-based violence had access to quality medical care as part of a holistic care package. In the Central African Republic, we implemented surgical campaigns in rural communities providing 281 women and girls with fistula and prolapse with surgical repair.



We supported survivor-led advocacy with
4700+ survivors
who participated in national survivor networks and SEMA, the global survivor network

We supported 15 national survivor networks in ten countries. We supported the advocacy of SEMA's leadership and amplified their Call to Action. 4726 survivors participated in national and international networks. 527 survivors participated in advocacy events.

¹ Our main focus is on survivors of conflict-related sexual violence, but to ensure non-discrimination we care for survivors of other conflict-related atrocities or other forms of sexual and gender-based violence in our holistic care country programmes.

We provided psychosocial support to
4000+ survivors



In 2024, 4001 survivors received mental health and psychosocial care via the Mukwege Foundation, including individual and group therapy sessions, and referrals. In the Central African Republic, we strengthened the psychosocial pillar of our holistic care model, building the capacities of our centres and staff and introducing new group activities like music therapy.

We provided socioeconomic support for
1000+ survivors



In 2024, the Mukwege Foundation responded to 1037 survivors' socioeconomic and material needs. We provided survivors with livelihoods training, literacy courses, support for children's school fees, support to their income-generating activities, and other forms of emergency or material support.

We strengthened the knowledge, skills and capacities of
900+ professionals
working with survivors of sexual violence.



We provided training and accompaniment for 931 trainers and professionals on survivor-centred holistic care, and surgical repair of grave gynaecological problems. We organised three learning exchanges to Panzi Hospital for 28 professionals from Ethiopia, Iraq and Ukraine, contributing to a growing global community of practice.

We ensured
290 survivors
participated in our programme
development and delivery.



We engaged with 290 survivors as active participants and as experts in their lived experience. We organised survivor consultations, survivors participated in the technical review of our materials and tools, and we collaborated with national survivor networks as part of our holistic care programme. Hundreds more survivors also shared their feedback with us about our care programmes and other activities.

WHERE WE WORK

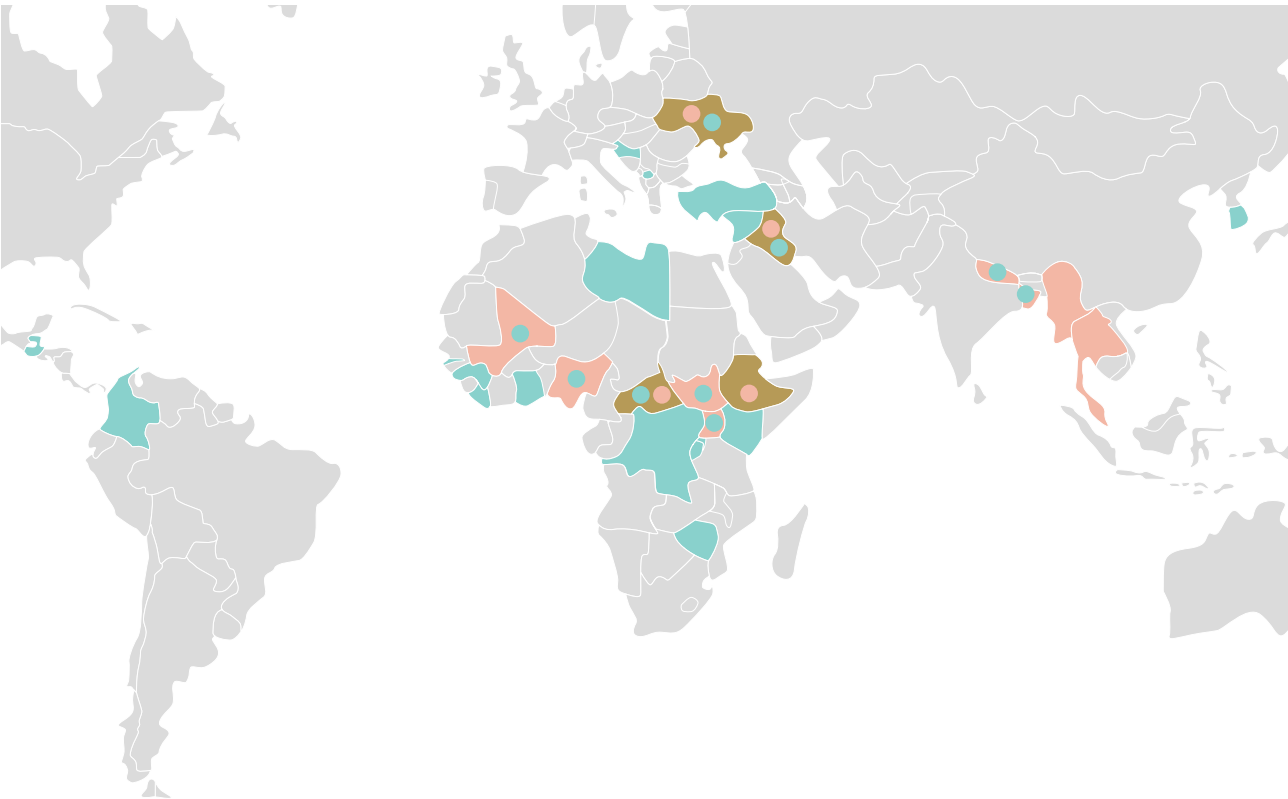
OUR SUPPORT FOR SURVIVORS IN 2024




Survivors from over 26 countries are connected in the SEMA global network. We support national survivor networks in 10 countries and we ensure access to survivor-centred holistic care through projects in the

Central African Republic, Ethiopia, Iraq and Ukraine. The map below shows where the Mukwege Foundation has an active presence.

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PROJECT MAP



-  Survivors supported through holistic care programmes
-  Survivors supported through national survivor networks and other Mukwege Foundation programmes
-  Survivors and network allies represented in the SEMA global survivor network

OUR PROGRAMMES

Our programmes stem from 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 guides all of our programmes and activities. Our goal is to change the collective response to sexual violence in conflict.

1

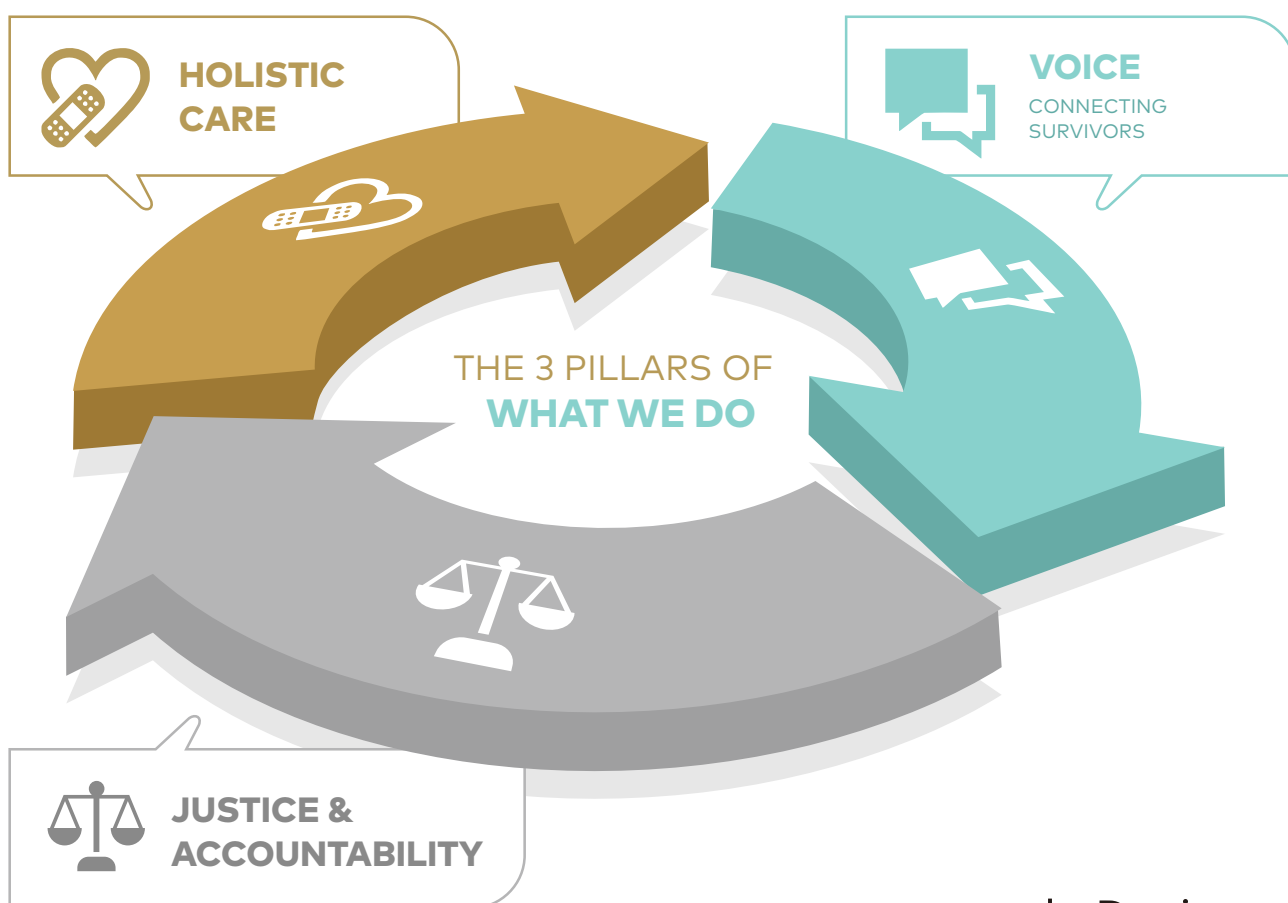
Promoting access to holistic, quality care for survivors of conflict-related sexual violence worldwide;

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.



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1

HOLISTIC CARE FOR SURVIVORS



Our work is inspired by the Panzi survivor-centred model and philosophy of holistic care. We collaborate with experts from Panzi Hospital and Foundation and other technical partners globally to strengthen access to quality, compassionate and holistic care for survivors of conflict-related sexual violence.

Our holistic care programme works to:

- 1** Enhance survivors' access to care by partnering with health and other care structures for referrals, supporting community-based actors, and implementing mobile clinics and surgical campaigns.
- 2** Build capacities of institutions, governments, professionals, and NGOs to provide compassionate and trauma-informed care to victims of conflict-related sexual violence via education, knowledge exchange, training and coaching, and support to material and infrastructural needs.
- 3** Advocate for access to survivor-centred holistic care as a right for victims of conflict-related sexual violence. This advocacy is based on lessons learned and evidence from our holistic care programme. It is always survivor-informed, and we strive to ensure that it is survivor-led by collaborating with survivor networks.

In 2024, the holistic care programme continued work on six priority countries, including the Central African Republic and Ukraine, where we have in-country programmes and teams. We continued to support learning and advocacy for survivor-centred holistic care, inspired by the Panzi model, within state-led

reparations initiatives in Iraq and Colombia. We also started work in Ethiopia, closely linked to our support of the survivors' network in this context.

Finally, we continued preparations for the launch of our country programme in Burundi in the first half of 2025.

In 2024, we prioritised:

- 1** The quality of care across our holistic care programmes by ensuring our teams and partners have the competencies, tools, and guidance they require.
- 2** Integrating a survivor-centred approach in holistic care by ensuring survivors play key roles in identifying and referring cases, collecting and responding to feedback, and have reinforced capacities to ensure peer-led care for other survivors.
- 3** Strengthening our methodology for transferring the one-stop-centre model of holistic care, inspired by Panzi, in other contexts by prioritising learning and experience exchanges, focusing on university and continued education, and ensuring hands-on learning opportunities at Panzi Hospital and Foundation DRC.

Holistic care programme highlights



- 1** A series of learning exchanges organised at Panzi, including the first inter-continental exchanges since the start of our programme. In total, 28 professionals, state actors and survivor-leaders from Ukraine, Ethiopia and Iraq participated in these learning exchanges.
- 2** Engagement with survivor networks as part of the holistic care programme in the Central African Republic, Ethiopia, and Ukraine. Survivors have played key roles in identifying and referring survivors to care, and identifying priorities for care. We have begun building their capacities to ensure peer-led mental health and psychosocial support.
- 3** The official donation of land for the construction of the Hospital for Peace in Colombia in December — inspired by the Panzi model of holistic care, with technical support from the Mukwege Foundation — and initial steps to develop a one-stop-centre in Sinjar, Iraq, following the learning exchange at Panzi. Both of these centres represent important progress in states' response to their obligations to ensure quality, holistic care for survivors of conflict-related sexual violence.



Central African Republic



Established in 2020, our Central African Republic (CAR) country programme has three key objectives:

- 1 Ensure and improve access to quality holistic care for survivors of sexual and gender-based violence and women suffering from serious gynaecological conditions.
- 2 Support survivors of conflict-related sexual violence within their movements and networks and ensure that they have the capacity and support they need to achieve their priorities.
- 3 Advocate for survivor-centred holistic care as a right and a norm, including access to justice and reparations for victims and survivors of sexual and gender-based violence, especially those related to conflict.

In 2024, we provided

► **1163** survivors access to medical care and

► **3339** survivors with psychosocial care

as part of the Nengo project and via our Listening and Psychotherapy Centres.

As part of our overall programme, we worked with members of MOSUCA (Mouvement pour les Survivant.e.s de Violences Sexuelles en Centrafrique - the survivor-led network in CAR) to build their capacities to provide peer-led psychosocial support by conducting a social-mapping exercise together with key network leaders. This is part of our commitment to a survivor-centred approach in care, and contributes to our strategy of reinforcing a continuum of care outside of institutions.

Nengo



In 2024, Nengo closed its main medical entry point in the capital Bangui. Instead, the project conducted referrals to medical care, reaching over 1000 survivors, and focused on performing surgical campaigns in the provinces. These are the main outcomes:

1 Three outreach surgical campaigns, reaching a total of
281 women and girls
including 87 fistula-repair patients

2 **2083 survivors**
benefited from psychosocial accompaniment, provided by a team of Central African psychosocial assistants and a psychologist, with Panzi experts as their coaches.

3 Four Central African doctors have new competencies in fistula and prolapse repair, having participated in Panzi's inter-university diploma course on gynaecological repair surgery, supported by the Mukwege Foundation.

4 These Central African doctors form part of a growing pool of experts in the Central African Republic, who can be called upon by state and NGO partners to ensure a high quality response to the needs of women and girls throughout the country.



Listening and psychotherapy centres

We operate five Listening and Psychotherapy Centres in Bangui, each staffed by a dedicated psychosocial assistant.

At the centres,

► **1256 survivors** participated in individual counselling sessions and group therapy activities such as music and ergotherapy.

► **18 survivors** were referred to medical care

Each is supported by the psychosocial assistant based at our office in Bangui who accompanies survivors throughout the referral process.

► **118 survivors** also benefited from socioeconomic support at the centres

including literacy courses and financial support to their income-generating activities.

The centres continue to provide important safe spaces for seeking care and finding solidarity with other survivors in each of the five communities they serve.

Interim reparative measures

In 2024, as part of our joint project with the Global Survivors Fund and national partners, we began renovation works at the Dekoa hospital, where we will ensure that survivors have access to medical care as a form of interim reparative measures in 2025.

Interim reparative measures are temporary forms of support—such as care, restitution, compensation, or rehabilitation—that help address the urgent needs of survivors. These measures do not replace the legal obligation of those responsible who committed the harm or failed to prevent it, but provide essential relief in the meantime.

The renovation works, which will be finished in early 2025, will ensure that survivors can receive care in conditions which minimise the risks of infections and provide a welcoming reception and space for care.

Other initiatives

Finally, we also collaborated closely with a range of national stakeholders and contributed to the 2024 - 2026 action plan for CAR's strategic committee on the fight against sexual and gender-based violence, including conflict-related sexual violence.

Ukraine



In 2024, we renewed and amended our framework agreement with the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration and the Ukraine Government Commissioner for Gender Equality Policy.

Our programme in Ukraine aims to strengthen a survivor-centred and holistic response to conflict-related sexual violence. It has three key objectives: TRAIN, CARE and AWARE.

TRAIN

for capacity building and knowledge exchange;

CARE

for reinforcing access to coordinated, quality, survivor-centred and trauma-informed holistic care;

AWARE

for survivor-led and informed national and global advocacy and awareness-raising on conflict-related sexual violence in Ukraine.

TRAIN



A key highlight from the TRAIN objective was the learning exchange where 14 professionals, policymakers and survivors travelled to Panzi to see and learn from the Panzi model.

Thanks to the learning exchange, we have built new and stronger partnerships with key partners such as the National Social Services and the Office of the Prosecutor General, and civil society organisations like the Ukrainian Foundation for Public Health as we work to strengthen access to holistic care for survivors of conflict-related sexual violence in the longer-term.

Participants shared that they are planning to implement the following ideas in their work:

- 1 Development of different tools for the social reintegration of survivors
- 2 Enhancing a local social entrepreneurship approach inspired by the Panzi model
- 3 Advocacy for the implementation of medico-legal certificates in Ukrainian legislation and practice
- 4 Promotion of the need for cooperation between government and civil society

CARE



In 2024, we collaborated with and supported national partners in regions affected by the conflict and close to occupied or recently liberated areas such as Odesa, Mykolaiv, and Zaporizhzhia.

► We were able to support **285** women and girls

affected by conflict with medical screenings and consultations, psychological first aid, individual and group psychosocial therapy, hygiene and dignity kits.

► Our psychosocial assistant identified and referred

26 survivors (7 women and 19 men)

of conflict-related sexual violence to various forms of holistic care, including to the pilot reparations programme initiated by the Global Survivors Fund in Ukraine.

In a context where survivors may not come forward immediately, but are likely to be among displaced or returning populations, our partnerships allowed for localised mobile teams, safe spaces and other community-based activities that can provide on-call, medium to longer-term responses. All sub-grantees and partners benefited from our training and accompaniment as part of our partnership agreements.

Care for carers

In early 2024, we organised a training of trainers programme on 'Care for Carers' for a group of 8 social workers working for governmental social services in different regions of Ukraine. This programme was initiated at the request of National Social Service of Ukraine, and developed and delivered by our partner, ARQ National Psychotrauma Centre.

AWARE



We finalised survivor consultations and shared the results with key stakeholders. These were the main findings:

- 1 There is a need for increased awareness and training on conflict-related sexual violence, better coordination of services, and to address stigma and barriers to accessing care.
- 2 Accessing care services is challenging due to a lack of knowledge about available options and stigma associated with seeking help.
- 3 Survivors expressed discomfort during medical examinations, citing instances where doctors appeared insensitive to their fears and concerns.
- 4 Online legal and psychological consultations were emphasised as a solution to avoid many of the issues survivors faced or feared when seeking support.
- 5 Survivors experienced positive changes through peer-to-peer support, including feeling valued and empowered.

Ethiopia



Early in the conflict, which started in November 2020, health professionals and activists from the Tigrayan diaspora contacted Dr Mukwege, Panzi, and the Mukwege Foundation for advice and support in responding to victims of sexual violence. Although direct contact was impossible at that time due to the insecurity and telecommunications blockade, the Foundation began laying groundwork through remote consultations and contact building.

In 2022, we supported the creation of a survivor network. By December 2023, we started reinforcing capacities of medical and psychosocial professionals and supporting community-based awareness and care efforts.

In March 2024, we held a learning exchange and sensitisation workshop for 28 professionals from one-stop-centres in the Tigray region. Four medical professionals later took part in an in-depth exchange at Panzi Hospital and Foundation in DRC. Feedback from both activities in 2024 was overwhelmingly positive.

In 2024, we also started a partnership with Ayder Comprehensive Specialised Hospital and One-Stop Center (OSC), a key referral hospital in Tigray receiving around 300 survivors monthly, to strengthen the holistic response to sexual violence. With the aim of transforming Ayder into a centre of excellence, inspired by Panzi's model, we provided a sub-grant to begin supporting improvements in essential care conditions for survivors.

“ We discussed the implementation of the holistic approach of the Panzi Foundation with its four pillars: socioeconomic, legal, psychosocial, and medical. I hope we can bring about change in Africa together. I am also particularly impressed by the survivors, as they have become autonomous and independent.

Dr Ekram Abdelwassie
Imagine Ethiopia

2

VOICE

CONNECTING SURVIVORS



The Mukwege Foundation supports victims and survivors of conflict-related sexual violence to unite and stand up for their rights.

In 2024, the Mukwege Foundation continued to support survivors of conflict-related sexual violence (CRSV) in strengthening their national and global movements.

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

Globally, we connect survivors through SEMA — the Global Network of Victims and Survivors to End Wartime Sexual Violence. By coming together, survivors can support and learn from each other, share resources and knowledge, and advocate for their rights on the global stage.

Through national survivor-led networks in over 10 countries, diverse survivors—often displaced and living across 30+ countries—are uniting their voices. In 2024, support was also extended to children born of rape, a priority identified by survivors.

By strengthening survivors' capacities as activists and ensuring their voices are heard at decision-making tables, we are driving a fundamental shift in the global response to conflict-related sexual violence. Survivors are no longer just recipients of support—they are leaders, shaping policies and advocacy efforts to be truly survivor-centred. Their courage and resilience continue to inspire and drive our work, advancing justice, recognition, and lasting change.

SEMA

the Global Network of Victims and Survivors
to End Wartime Sexual Violence



SEMA
Global Network of Victims and Survivors
to End Wartime Sexual Violence



In 2024, we continued to support the growth and resilience of SEMA, the Global Network of Victims and Survivors to End Wartime Sexual Violence, and accompanied the network with strategic guidance, logistical support, fundraising, technical advice, and operational capacity-sharing to further SEMA's growth and autonomy.

SEMA highlights:

- 1 We celebrated the establishment of the SEMA Advisory Committee, reinforcing survivor leadership and decision-making. As one of its first initiatives, the Advisory Committee has been working on refining SEMA's membership criteria for new members and has issued a solidarity statement in support of survivors of conflict-related sexual violence in Myanmar.
- 2 Providing capacity-building to SEMA members remained a cornerstone of our support, with 51 survivors benefiting from training and peer-learning exchanges on collective memory, advocacy, justice, and accountability.
- 3 Over the year, 45 SEMA members participated in high-level advocacy opportunities, including at the Commission on the Status of Women, the ICC consultation on the slavery crimes policy, and the Preventing Sexual Violence in Conflict Initiative (PSVI) conference—where survivors strongly championed the [SEMA Call to Action](#).
- 4 SEMA and the Mukwege Foundation collaborated with artist Alketa Xhafa Mripa to re-create Thinking of You (The Hague, 2024), a public art installation honouring survivors of conflict-related sexual violence.

Strengthening the SEMA Advisory Committee and network expansion



The Advisory Committee plays a crucial role in shaping SEMA's strategic direction, ensuring that survivor leadership remains at the core of our work.

Over the next three years, we aim to recruit new members from diverse regions to enhance global representation, strengthen decision-making processes, and revitalise the network. Expanding the Advisory Committee will also enable more survivors to actively contribute to advocacy, peer support, and movement-

building, reinforcing SEMA's role as a global survivor-led network. In parallel, we will continue to broaden SEMA's membership, ensuring that survivors from underrepresented communities and conflict-affected regions have access to the network. By fostering inclusivity and representation, SEMA will ensure that all survivors—regardless of geography, background, or experience—can play an active role in shaping the future where conflict-related sexual violence is no longer tolerated.

Thinking of You (The Hague, 2024)

public exhibition and event in The Hague, the Netherlands



Thinking of You, a public art installation by Alketa Xhafa Mripa, emerged in response to the ongoing trauma and marginalisation faced by survivors of sexual violence from the 1990s Kosovo conflict. In 2015, Alketa collected dresses and skirts from across Kosovo, gathering stories from the conflict. These clothes were displayed on long washing lines at the Pristina football stadium.

In June 2024, [Thinking of You](#) was re-created in The Hague, in the Atrium of the City Hall and along the tree-lined Lange Voorhout. In collaboration with the artist, the Embassy of Kosovo in the Netherlands, the City of The Hague, the Mukwege Foundation, and the SEMA global network, Alketa's recreation of Thinking of You (The Hague, 2024) aimed to draw attention to the reality of sexual violence in conflict and its human consequences.

Nearly 500 dresses were donated by SEMA members from over 20 countries—including Kosovo, Bosnia and Herzegovina, Iraq, Ukraine, and the DRC—as a powerful act of solidarity. Different styles and forms of traditional dresses from different countries highlighted

the universality of the use of sexual violence in conflict and at the same time the commonality of survivors' experiences.

In large panels displayed along the Lange Voorhout and in the Atrium of the City Hall, visitors could learn about the concept behind Thinking of You, the artist, and the work of the Mukwege Foundation and its Red Line Initiative.

The installation invited a wide audience to think more deeply about the lived realities of survivors around the world, and mobilised key decision-makers to take stronger action in preventing and responding to conflict-related sexual violence.

On 19 June, the International Day for the Elimination of Sexual Violence in Conflict, [during the official reception attended by Dr Denis Mukwege and Deputy Mayor of The Hague, Mariëlle Vavie](#), SEMA members Jacqueline Mutere and Vafije Krasniqi-Goodman shared moving testimonies, highlighting the lasting impact of conflict-related sexual violence and the urgent need for recognition and justice.

Advocacy workshops and the PSVI Conference (Bogotá)



” Survivors must be at the heart of every solution
Shyrete, SEMA member

On 23–24 November, the Mukwege Foundation hosted a two-day advocacy workshop for over 20 survivors from 12 countries ahead of the PSVI Conference in Bogotá. Survivors from SEMA, the PSVI Survivor Advisory Group, and Colombia came together to build solidarity, share knowledge, and strengthen advocacy strategies. They reinforced their demands from the SEMA Call to Action, focusing on justice, reparations, funding, and survivor participation. At the PSVI Conference, members of SEMA and the Survivor Advisory Group led high-level panels, sharing their stories and championing survivor-centred solutions on the global stage.

16 Days of Activism: amplifying survivors' voices

From 25 November to 10 December 2024, the Mukwege Foundation and SEMA joined the 16 Days of Activism Campaign, with a focus on the SEMA Call to Action. This global initiative highlighted the 13 demands outlined in the Call to Action, advocating for justice, reparations, prevention, and survivor-centred responses to conflict-related sexual violence.

The campaign aimed to mobilise support and amplify survivor voices, reaching 1,000 signatures in support of the Survivors' Call to Action [landing page](#) and an audience of over 80,000 people globally through social channels.

Survivors and activists played a central role throughout the campaign, using powerful visuals and personal testimonies to call for systemic change.

National survivor networks

In 2024, the Mukwege Foundation continued to support national survivor networks in the Bangladesh, the Central African Republic, Ethiopia, Iraq, Mali, Nepal, Nigeria, South Sudan, Thailand, Uganda and Ukraine. These networks also played a central role in our local and global campaigns, including [Thinking of You \(The Hague, 2024\)](#).

Across these countries, survivor networks have become indispensable in shaping the response to conflict-related sexual violence. From SUNS influencing transitional

justice processes in South Sudan, to the Ukrainian networks SEMA Ukraine and ALUMNI ensuring survivors' voices are heard by Ukrainian authorities, survivors are driving change in their communities.

These networks are more than advocacy platforms—they are lifelines. They provide safe spaces where survivors break free from isolation and stigma, find strength in solidarity, and support one another in their journey toward healing and justice. The following are selected highlights from our work with national survivor networks.

Ukraine: survivor networks leading the fight for recognition and action

The Mukwege Foundation supports two survivor networks in Ukraine, SEMA Ukraine and ALUMNI, representing over 100 female and male survivors.

SEMA Ukraine has been advocating against sexual violence committed by Russian Federation forces and their proxies since 2019. Following the full-scale invasion in 2022, they have expanded their reach, supporting an increasing number of survivors, including those from formerly occupied territories.

ALUMNI, established less than a year ago with the Mukwege Foundation's support, is Ukraine's first network of male survivors who endured sexual torture while illegally detained by Russian forces.

Thanks to the tireless efforts of Ukrainian survivor advocates, and the Mukwege Foundation's support over the past five years, both networks have become indispensable in shaping Ukraine's response to conflict-related sexual violence. This year also marked a significant milestone: SEMA Ukraine and ALUMNI joined forces for the first time, exchanging best practices and strengthening their collective advocacy to keep conflict-related sexual violence committed by Russian forces at the forefront of Ukraine's national and international agenda. Their advocacy was instrumental

in the introduction of a groundbreaking reparations law for survivors.

Highlights

- 1 Representatives from SEMA Ukraine and ALUMNI actively participated in the Ukrainian government's Interagency Working Group on Combating Sexual Violence, a key forum influencing national policies on conflict-related sexual violence.
- 2 Members of these networks conducted 54 media interviews, reaching thousands worldwide, and participated in 27 events in 7 countries across Europe, Latin and North America, and Africa, amplifying their advocacy.
- 3 In July, SEMA Ukraine successfully organised a forum called "Let's Act Sisters" in Kyiv, that gathered over 180 attendees and focused on the post-traumatic growth of survivors in conditions of an ongoing war, the importance of supporting male survivors, and the adoption of the 'Law on the Status of Survivors of Sexual Violence Related to the Armed Aggression of the Russian Federation against Ukraine and on Urgent Interim Reparations'.

Myanmar: three new survivor networks



Conflict-related sexual violence in Myanmar has long been widespread, particularly in regions affected by ethnic conflict and military operations. The situation has worsened since the 2021 military coup, with political activists and pro-democracy students suffering sexual violence in arbitrary detention, including at least 13 documented instances where victims were raped and subsequently killed.

After more than a year and a half of consultations with over 100 survivors across Myanmar and refugee-hosting countries, as well as engagement with experts and grassroots organisations, the Mukwege Foundation helped establish three survivor networks in 2024. These networks—based in Cox's Bazar (Bangladesh), Mae Sot, and Mae Hong Son (Thailand)—offer survivors a way out of stigma and isolation. They provide safe spaces where survivors can come together, realise they are not alone, support one another, and unite their voices to advocate for their rights.

“ A network is essential because together our voices are stronger.

Member of Usila, survivor network in Cox's Bazar

In 2024, the Mukwege Foundation organised five workshops in Bangladesh and Thailand to support survivors in building these networks. The workshops fostered trust, helped define objectives, and laid the foundation for their activities. Although each network is unique—bringing together survivors from different ethnic backgrounds, languages, and experiences—they share a common goal: to support one another and fight for justice so that no one else endures what they have suffered. With national partners, the Mukwege Foundation has provided mental health and psychosocial support to survivors while ensuring they have safe spaces to meet regularly.

In just a few months, these networks have grown to over 80 members. In a landmark moment, they have stepped into advocacy, participating in the White Flower Campaign, led by the Alliance Against CRSV in Myanmar—a powerful step toward breaking the silence and demanding accountability.

“ I have the right to speak freely here women to women with similar trauma experience [...] People here have suffered a lot, we have children, some are widows. I am here and I am grateful to have the chance to open up with people who suffered from various sufferings. I feel the trust between us. As I came here, I feel self-confident because I can speak very freely.

Survivor in Mae Hong Son, network building workshop

Ethiopia: survivor-centred advocacy



In October 2024, leaders of the newly established Justice and Peace for Tigrayan Women Network met with staff from the Mukwege Foundation and Panzi Hospital and Foundation DRC to discuss challenges in accessing holistic care in Tigray. The Panzi team shared best practices from their survivor-centred model in DRC, emphasising the importance of trauma-informed care.

A key priority for the network is to ensure access to medical, psychosocial, and socioeconomic support for survivors in the region. In collaboration with the Mukwege Foundation and Panzi DRC, a pilot medical screening was conducted with 64 survivors, providing valuable insights into the acute and chronic health issues they face.

This collaboration reflects a dual approach: training service providers in trauma-informed care while also building systems to ensure survivors are treated with dignity and respect. Looking ahead, the network aims to expand its reach, offering holistic support to more survivors and working towards joining SEMA to amplify their voices on a global stage. By turning pain into power, the network is fostering healing, solidarity, and long-term impact.

Central African Republic: MOSUCA wins the 6th Simone Veil Prize



In the Central African Republic (CAR), the Mukwege Foundation supports MOSUCA (Mouvement pour les Survivant.e.s de Violences Sexuelles en Centrafrique), a network led by survivors representing 10 victims' associations in CAR. MOSUCA focuses on preventing sexual violence, helping victims to rebuild their lives, fighting stigma, and ending impunity through awareness-raising and advocacy.

On March 8, 2024, MOSUCA was honoured with the prestigious 6th Simone Veil Prize from the French Ministry of Foreign Affairs in recognition of their dedication to supporting survivors of conflict-related sexual violence in CAR. The event stood as a beacon of hope and inspiration, reaffirming the vital role of survivor-led initiatives in creating meaningful change.

With this prize, MOSUCA has acquired a dedicated space, with the ambition of transforming it into a survivors' centre to conduct meetings, trainings, income-generating activities, and other survivor-led initiatives.

The award highlights the impact of survivor-led networks in survivors' lives and healing journeys.

Children born of war or affected by conflict-related sexual violence

In 2024, the Mukwege Foundation collaborated with two national survivor networks—MOSUCA and SUNS—to improve the social integration of children born of or affected by conflict-related sexual violence in South Sudan and the Central African Republic. Network members established clear selection criteria to support 75 children with school-related expenses, including tuition, materials, exam fees and registration, ensuring access to education for two years.

Due to their identity and origin, children born of rape are often marginalised and face serious consequences at different levels: social (social rejection, discrimination, stigmatisation and ostracisation), psychological (mental health problems, transgenerational trauma), economic, and legal (impossibility to obtain formal identification papers).



Thanks to MOSUCA, I went from victim to survivor to activist

MOSUCA member (FGD – October 2024)

Nigeria: launch of the Women and Children – Conflict Survivors Foundation (WCCSF)



” I'm deeply inspired by the power of our survivors network to advocate for an end to conflict-related sexual violence. It's essential that every survivor has a voice and the strength to stand up for themselves and demand change. This is a cause I'm passionately committed to, and I'm honoured to be part of a network that is making a real difference.

Fadimatu

WCCSF and SEMA Member.

In 2019, the Mukwege Foundation started to collaborate with a local organisation, Grassroots Researchers Association, to coordinate, mentor and guide victims of conflict-related sexual violence in Nigeria to form their own network. The network brings together survivors of conflict-related sexual violence from Borno, Adamawa and Yobe states, known as the BAY states, most affected by the Boko Haram insurgency.

The [Women and Children – Conflict Survivors Foundation \(WCCSF\)](#) – was officially launched in May 2024 and has taken essential steps, building trust, solidarity, and personal agency amongst the network's leaders, and developing their skills and plans to advocate for survivors' needs and rights.

3

JUSTICE & ACCOUNTABILITY



The Red Line Initiative

In 2022, inspired by Dr Mukwege's call for bold and new thinking to finally put an end to the use of sexual violence as a weapon of war, the Mukwege Foundation launched the Red Line Initiative, a global campaign to change the global response to conflict-related sexual violence.

The Red Line Initiative is rooted in the belief that sexual violence in conflict represents a violation of our shared humanity that can no longer be accepted as an unfortunate, but unpreventable part of armed conflict. Rather, it must be prioritised as a wholly unacceptable tactic that has no place in modern warfare.

The Red Line Initiative aims to:

- 1 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;
- 2 Strengthen and clarify the legal obligations on states to prohibit the use of sexual violence in conflict and to prevent and punish it, as well as to repair the harms it causes; and
- 3 Build political will to ensure a more robust and timely response by states in line with their international obligations.

Guidebook on State Obligations for Conflict-Related Sexual Violence and the SEMA Call to Action.



To advance these three goals, the Red Line Initiative has successfully launched two multi-year projects: the [Guidebook on State Obligations for Conflict-Related Sexual Violence](#) and the [SEMA Call to Action](#). These two core projects are mutually reinforcing and provide a framework for meaningful progress in the fight to end conflict-related sexual violence. The Guidebook on State Obligations for Conflict-Related Sexual Violence

compiles the applicable international law relevant to conflict-related sexual violence across the thematic areas of prevention, justice and accountability, humanitarian response, and reparations. The Survivors' Call to Action sets out thirteen demands and calls on states to take concrete actions to meet these demands in line with their international obligations set out in the Guidebook.

Increasing awareness of states' international obligations for conflict-related sexual violence

In 2024, the Red Line Initiative carried out several activities aimed at increasing the awareness of states, civil society organisations, and survivor groups about the legal obligations states have under international law to prevent and respond to conflict-related sexual violence.

Highlights

In March 2024, the Red Line Initiative team transformed the Guidebook into an accessible and user-friendly online resource. Hosted on a dedicated website, www.endcrsv.org, the Guidebook features:

- ▶ New search functions including keywords, glossary of terms, and free text search options
- ▶ English, French, Spanish, and Ukrainian language versions available
- ▶ Accessibility features
 - Can be used on desktops, tablets, and mobile devices
 - Text to speech, dyslexia font, font size adjustments, and spotlight text features for people with visual impairments
 - Keyboard navigation options for people with physical disabilities



Since the launch of endcrsv.org, users from around the world have accessed the Guidebook. From March until the end of September 2024:

- ▶ Over 4200 unique visitors explored the Guidebook
- ▶ Active visitors came from 157 different countries
- ▶ The most used chapters of the Guidebook were:
 - International Humanitarian Law
 - The International Covenant on Civil and Political Rights
 - The Convention Against Torture
 - The Convention on the Rights of Persons with Disabilities



The Red Line Initiative team held an in-person launch of the Ukrainian language version of the Guidebook in Kyiv, Ukraine, where we were joined by members of SEMA Ukraine, high-level Ukrainian government officials, members of civil society, and JurFem, the Ukrainian Women Lawyers Association.

The launch included the presentation of JurFem's legal analysis and policy recommendations to the Ukrainian government on legislative reforms to bring Ukraine's domestic laws relevant to conflict-related sexual violence in line with its legal obligations, as laid out in the Guidebook.

Conducting country-specific legal and implementation gap analyses and working with survivors to create country-specific Calls to Action are key activities for the next phase of the Red Line Initiative.

Beginning with the legal gap analysis conducted in 2024 for Ukraine, in 2025, [the Red Line Initiative will continue to work](#) side by side with national survivor groups and civil society in Ukraine and Uganda to develop country-specific Calls to Action and implement advocacy and education campaigns, ensuring that both countries meet their international obligations and respond to the demands and needs of survivors.

Building a global coalition in the fight against conflict-related sexual violence



Outreach activities to promote the Guidebook took place throughout 2024, reaching diverse stakeholders, from policymakers and practitioners to members of the legal academic community and civil society.

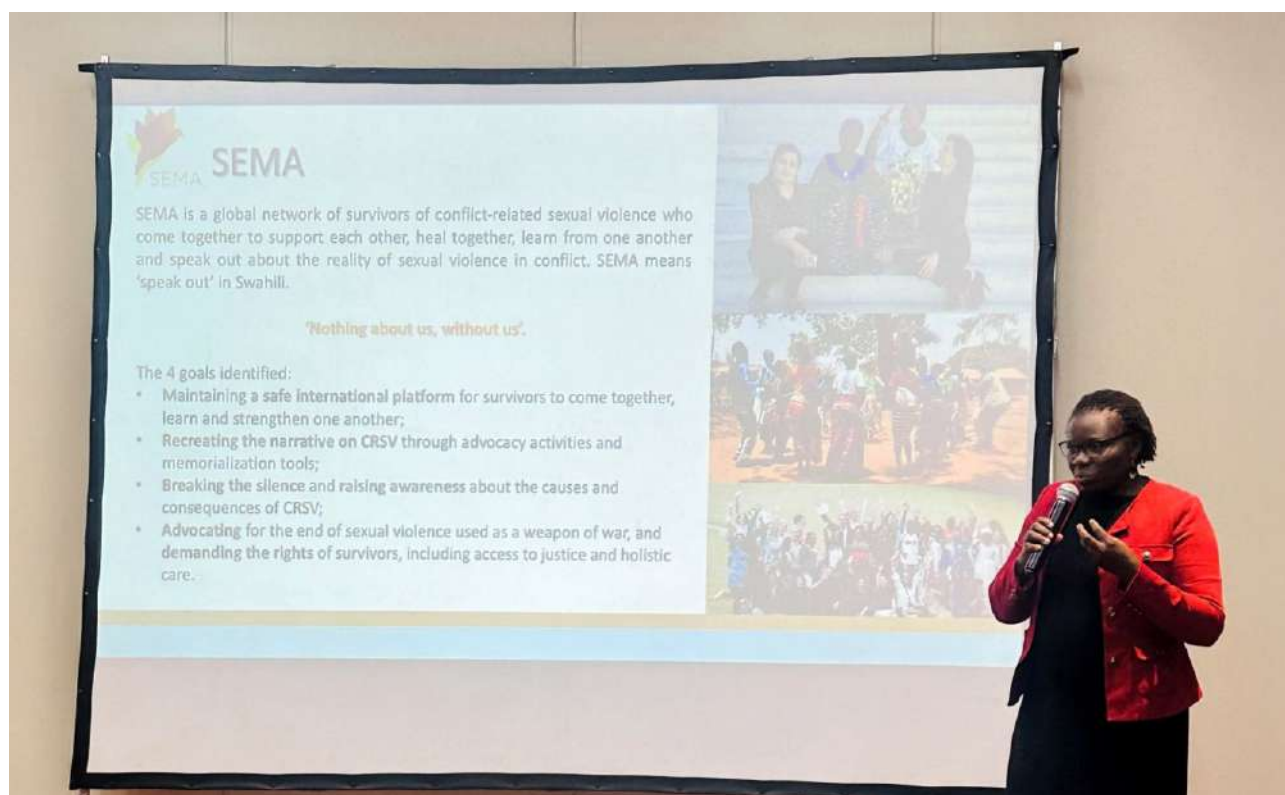
In conjunction with the Thinking of You (The Hague, 2024) public exhibit in the Netherlands, the Red Line Initiative team conducted a series of briefings on the Guidebook for several important stakeholders, including the International Development Law Organization (IDLO) and staff members from all sections of the International Criminal Court.

The Red Line Initiative also organised a public side event, hosted by the Embassy of Canada to the Netherlands, on the importance of the International

Court of Justice as an avenue for ensuring states' compliance with their obligations relating to conflict-related sexual violence under international law. This side event brought together legal experts, policy makers, and survivors.

Katrien Coppens, the Mukwege Foundation's Executive Director, Dr Denis Mukwege, the Red Line Initiative team, and SEMA members participated in a number of high-profile academic conferences where the Red Line Initiative and Guidebook were presented, including at the University of Angers, the University of Liège and the University of Montreal. The introduction of the Guidebook will be part of the post-conference publications of these events.

Ensuring that survivors' demands reach key decision-makers



The Red Line Initiative is informed by survivor input and direction through the SEMA Red Line Initiative Working Group. Whenever possible, survivors themselves promote the SEMA Call to Action during Red Line Initiative outreach activities.

In December 2024, SEMA members participated in a workshop in the lead up to the annual PSVI International Alliance Global Conference, hosted by the government of Colombia in their role as rotating president of the Alliance. This two-day workshop brought together SEMA members, members of the United Kingdom's Survivor Advocacy Group, and members of Colombian survivor networks, including indigenous and male survivors of conflict-related sexual violence of Colombia's civil war. During the workshop, survivors presented their priorities and

together developed four shared priorities that they wanted to advocate for with conference attendees. The workshop allowed survivors from different contexts and networks to exchange ideas, best practices, and discuss how they could support each other's important work. At the global conference, the survivors' joint priorities were presented at the conference's opening ceremony and during the high-level Alliance meeting of state representatives.

In 2025, the Red Line Initiative will continue to engage with the PSVI Alliance to encourage member states to use the SEMA Call to Action and Guidebook as guiding frameworks for identifying progress made on their commitments to end conflict-related sexual violence and support survivors in their recovery when conflict-related sexual violence does occur.

Strengthening our collaboration with key stakeholders

We continue to collaborate with a number of key supporters, aiming to build a global coalition to call for a timely and robust state response to conflict-related sexual violence, better enforcement of state obligations under international law, and accountability for these crimes:

- 1 The UK FCDO Preventing Sexual Violence in Conflict Initiative (PSVI)** is both a donor to the Red Line Initiative and a co-organiser of a number of events. In 2024, the UK FCDO PSVI supported our work improving the accessibility of the online Guidebook, as well as the workshop at the PSVI International Alliance Global Conference.
- 2 The International Alliance on Preventing Sexual Violence in Conflict** is a group of champion states, UN agencies, and survivors that aims to coordinate action on conflict-related sexual violence, formed by the UK FCDO in 2022. The Global Survivors Fund and the Mukwege Foundation are its NGO members.
- 3 The International Federation of Gynecologists and Obstetricians (FIGO)** is an active supporter of the Red Line Initiative and is raising awareness of the initiative among its member organisations.
- 4 Physicians for Human Rights** has supported the Red Line Initiative since its inception, and we have collaborated together on multiple occasions, with potential events being actively explored for 2025.
- 5 The Office of the Special Representative to the Secretary-General on Sexual Violence in Conflict** has been an important partner to the Red Line Initiative and supports the dissemination and use of the Guidebook.
- 6 UN Women** is an important partner with whom we collaborate for country-specific activities.
- 7 The Elders** have added fighting conflict-related sexual violence as a priority to their new Strategic Plan, and we meet regularly to discuss their support for the Red Line Initiative.

MANAGEMENT UPDATES

Organisational development

The Mukwege Foundation is a steadily growing organisation. Following the fast-paced growth in our programme portfolio during the last Strategic Period, the team started working at full implementation capacity in 2024.

Timely, quality implementation of our programmes, sustainable income, strong partnerships, and organisational and staff development are all key to ensuring the Mukwege Foundation can realise its objectives and continue expanding in a sustainable manner. This includes supporting and strengthening our staff and organisational backbone, strategising our communications and fundraising, and ensuring strong governance to support the implementation of everything we do.

Our dedicated and motivated team is our strength, sharing a common set of values and a strong commitment to our survivor-centred approach.

Following our Annual Plan in 2024, we strengthened our onboarding processes and guidance for new staff both in The Hague and our programme countries. We updated our internal procedures and re-emphasised the importance of their consistent implementation to avoid losing institutional knowledge.

To better support the growing programme team, we reinforced the finance and administration team, and our financial management capacity, and we are well underway in implementing a new administration and HR management tool.

Country offices and in-country presence

Central African Republic



The strategic decision to open an office in the Central African Republic (CAR) in 2021 has proven successful, albeit also posing growing challenges. It has significantly boosted our capacity to implement programmes in a complex setting, supported the alignment of the Care and Voice strategies, and contributed to a stronger evidence base for the holistic care model. It also opened doors to new funding sources. However, maintaining an in-country presence continues to present notable challenges, particularly in terms of human resources.

Our programme office in CAR was established and is sustained thanks to our core funding. Our goal is to grow our programmes, while gradually reducing our reliance on core funding. We successfully reduced our core funding contribution from €330,000 in 2023 to €240,000 in 2024.

The efforts made in 2023 to enhance financial oversight, including the deployment of senior financial personnel in Bangui, resulted in more effective budget controls. This has led to a more accurate allocation of staff and overhead costs to projects in 2024. With a planned overall reduction in office and staff costs, we managed to strike a better financial balance. This approach, combined with increased programme capacity to ensure timely project implementation, has decreased the reliance on core funding to sustain our presence in CAR.

Ukraine



The expansion of our country project portfolio, and the need for close coordination with various governmental and inter-NGO working groups in Ukraine, made it essential to have a staff presence in Kyiv. In late 2022, we recruited a Mukwege Foundation country representative, and since then we've gradually built a team of four staff based in Kyiv.

Having a permanent presence in Kyiv allows us to develop and implement a meaningful country programme, ensuring close alignment between the 3 interconnected strategies Care, Voice, and Justice and Accountability. Our country presence enables us to adapt programmes as required and to be proximate to the Ukrainian survivor networks, helping us to provide better support, helping us to provide better support, facilitate survivor consultations at relevant meetings and conferences, and maintain regular contact with local authorities and partners.

Attracting staff with the relevant senior experience is difficult in this context and is posing challenges for both the in-country team and the support team in The Hague.

The fact that we have a single donor for this programme facilitates both the development and implementation of the country strategy and avoids coverage gaps.

HUMAN RESOURCES

Mirroring the growth of our programmes, we significantly increased our team in 2023. In 2024, we have a stable team of 50 people working for the Mukwege Foundation. This is equal to about 48.5 FTE, of which 19.5 FTE are linked to the Head Office in the Netherlands and 29 FTE are based in our programme countries. The ratio between programme staff and support staff is 70%-30%.

	Linked to HQ	Based in programme countries	Total	%
Programme staff* (FTE)	13	21	34	70
Programme support staff** (FTE)	6.5	6	12.5	26
Support staff*** (FTE)	0	2	2	4
Total FTE	19.5	29	48.5	100

* Content specialists, senior management and programme staff
 ** Finance, HR, communications, fundraising, logistics
 *** Drivers, cooks, cleaners, guards

The HR investments in additional programme staff capacity throughout 2023 have resulted in increased programme implementation capacity in 2024. To better support the growing programme team we also strengthened and reinforced the finance and administration team, and invested in new project management tools to allow for more efficient and effective budget control. These investments enabled both the Programme Director and the Executive Director to dedicate more time and attention to networking, strengthening partnerships, and engaging in fundraising activities.

We continue to ensure that all staff travelling to, and based in, the project countries have received safety and security trainings and are properly briefed on the security context. We also continued to ensure that

psychological support for our staff is in place, to mitigate the risk of secondary trauma. Our HR manual was updated in 2024, and now includes a formal staff care policy.

To support our core team, we have also established a pool of trusted external consultants to ensure flexible capacity for timely and high-quality programme execution. In 2024, this pool has proven its value, especially when it came to highly specialised skills needed for short-term assignments, e.g. in the medical, psychological, livelihoods, or legal fields.

We have an Integrity Policy in place, which includes having a trust person in the organisation and procedures for reporting violations and whistleblowing. In 2024, no violations have been reported.

Our HR vision

At the Mukwege Foundation, our HR vision is to cultivate an empowering, inclusive, and transparent workplace that fosters professional growth, mutual respect, and shared purpose. We aim to attract, develop, and retain a diverse team of committed professionals dedicated to advancing our mission of providing holistic, survivor-centred care, and promoting justice for survivors of conflict-related sexual violence.

Our HR practices are grounded in principles of diversity, equality, inclusion, and belonging, ensuring every individual feels valued and empowered to contribute meaningfully. By prioritising transparency, accountability, and respect, we create a supportive environment where employees can thrive and collaborate effectively.

We commit to upholding the highest standards of professionalism and confidentiality, ensuring trust and integrity in all interactions. Through investment in our people, policies, and practices, we strive to position the Mukwege Foundation as an employer of choice, allowing the team to continue to drive positive change.

Our HR principles

HR principles refer to the fundamental beliefs and values that guide the decision-making on HR related matters in an organisation. These fundamentals are the foundation for all the Mukwege Foundation's HR practices, ensuring they are consistent, fair, and effective.

Diversity, equality, inclusion and belonging

The Mukwege Foundation is committed to having a diverse and inclusive work environment and equal opportunity for all employees. As diversity represents all the ways we differ, inclusion harnesses those elements productively. Beliefs, backgrounds, talents, capabilities, and ways of life—inclusion aims to leverage them to facilitate an environment of involvement, respect and connection.

Diversity: This refers to demographics, including gender, age, ethnicity, race, sexual orientation, location, nationality, disability status, and more. The wider the range of these demographics, the more diverse the organisation is. However, having a diverse team is not enough. Creating a workplace environment that supports and nurtures diverse employees is what matters.

Equality: An equitable organisation means that every employee receives equal opportunities, is treated fairly, and has the resources they need to succeed in their job, regardless of their background.

Inclusion: An inclusive environment means that all employees are treated with respect and care, despite any differences, and made to feel welcome, valued, and heard.

Belonging: All employees should feel accepted, valued, and heard at work. Belonging is about fostering psychological safety in team situations, where every team member is comfortable expressing themselves without fear of judgement or retribution.

In 2024 our 50 staff members represented more than

19 DIFFERENT NATIONALITIES
based in 8 different countries

The 2024 ratio between female and male staff members is

76%
FEMALE

24%
MALE

For staff linked to the Head Office in The Hague, the ratio is
95% female, 5% male

and in our country programmes the ratio is
63% female, 37% male

RISKS AND RISK MANAGEMENT

The Foundation has a risk matrix, with risk mitigation strategies in place, and it reports regularly to the Supervisory Council regarding any changes in its risk profile.

The risk matrix identifies various risk categories, specifying the Foundation's 'risk appetite' for each category, and lays out procedures and plans to mitigate these risks.

Given our mission and the nature of work in (post) conflict settings with survivors of conflict-related sexual violence, we run risks related to the protection of survivors and the safety of employees, as well as unplanned interruption of programmes due to changes in country contexts. We mitigate these risks by ensuring we are connected to national partners and local networks well-embedded in their contexts. When travelling, we prepare a specific travel plan including agreed Standard Operating Procedures. Our in-country programme teams prepare a national security plan including risk mitigating measures.

We have a contingency reserve in place to be able to cover short periods of interruption of programme funding due to insecurity or other disruptions to our programmes.

Working in complex contexts also exposes the organisation to potential fraud and corruption risks. As a mitigation measure, we perform due diligence with national implementing partners, and in countries where we work directly with our own staff we have strict procedures in place and ensure regular field visits from headquarter staff to the in-country programme teams.

Our finance manual has been updated in 2024, with a specific focus on financial policies in our country

programmes and their integration into the HQ financial system to ensure proper checks and balances are in place, with roles and responsibilities clearly defined. Also the financial administration staff capacity in our CAR and Ukraine country teams has been further strengthened. In 2024, no fraud cases were reported.

In 2024, the following projects have been externally audited and successfully finalised:

- **Nigerian youth, community peacebuilding, and resilience to crises and fragility, funded by the EU – a 2-year project with a budget of 500,000 EUR**
- **Supporting a survivor-led response to conflict-related sexual violence in the Ukrainian conflict – a 1-year project funded by Läkarmissionen with a budget of 90,000 EUR.**

Last year we took measures to mitigate potential organisational risks arising from Dr Mukwege's decision to run as a presidential candidate in the 2023 elections in the Democratic Republic of Congo (DRC). Following the results of the elections, Dr Mukwege decided to return to his role as Director of Panzi Hospital and President of the Panzi Foundation. We are pleased he decided to accept our invitation to resume his role as special advisor to the Mukwege Foundation in 2024.

We mitigate financial risks through project monitoring procedures and tools, strict expense control, and ensuring a stable continuity reserve in the coming years. We recognise that the funding landscape has shifted dramatically and are actively increasing our fundraising efforts for 2025 and beyond. Additionally, we are developing various scenarios to ensure a sustainable future for the organisation.

COMMUNICATIONS

In 2024, the Mukwege Foundation has strengthened its online and in-person presence by actively raising awareness about the need to draw a red line to stop conflict-related sexual violence through different campaigns and public engagement activities. We also worked closely with the SEMA global network and the Red Line Initiative to co-create content for website and social media to amplify survivors' voices. Our online activism has resulted in a significantly high engagement rate in 2024 across all digital channels.

The role of SEMA and SEMA's Call to Action as part of the Red Line Initiative have been crucial this year, especially across two key campaigns: [Thinking of You](#)

([The Hague, 2024](#)) and the [16 Days of Activism](#). Survivors' readiness in responding to media inquiries, and their active involvement in external communications and advocacy efforts, have enabled us to raise awareness and showcased survivors as agents of change and justice for their communities.


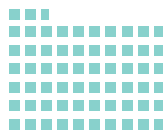

Moving forward, the Mukwege Foundation plans to strengthen its positioning as an international rights-based, survivor-centred organisation working to change the global response to conflict-related sexual violence. As part of our plans, we will continue to amplify our global awareness-raising campaigns through creative storytelling including art, video and photography.

Year on Year Audience Growth

Channel	Year on Year follower/subscriber growth		Engagement Rate Comparison	
LinkedIn	YoY growth	28,710	Industry benchmark (per follower)	Mukwege Foundation
	+5.47%	30,281	+2.22%	+11.11%
Twitter	YoY growth	10,525	+1.57%	+6.61%
	-0.20%	10,504		
Instagram	YoY growth	9,973	+2.2%	+9.27%
	+0.60%	10,031		
Facebook	YoY growth	38,008	+1.8%	+7.31%
	+2.77%	39,059		
Mailchimp	YoY growth	5,446	40.03% (open rate)	47.53% (open rate)
	+4.38%	5,685		

Sources: [LinkedIn Benchmark Report](#), Rival IQ, 2023 and [Social Media Industry Benchmark Report 2023](#), Rival IQ.

FUNDRAISING

Total income and total funding acquired per year in Euros			
	2022	2023	2024
Total Income	3,150,423.00	4,308,834.00	4,353,744.00
<i>of which core funding</i>	1,197,160.74	1,206,473.52	1,227,818.00
<i>of which project funding</i>	1,953,262.26	3,102,360.48	3,125,926.00
Total contracted projects and donations	5,670,958.00	6,271,991.00	5,463,273.00
<i>% core funding</i>	38%	28%	25%
<i>% project funding</i>	62%	72%	75%

2024 was the first year of our new 5-year Strategic Plan and our renewed fundraising strategy. Both documents identify that fundraising is a key strategic challenge for the upcoming period. While project funding has enabled the Mukwege Foundation to grow its programme portfolio, it is clear that we cannot become over-reliant on earmarked project funds. In addition, the majority of our current project funding comes from Western governments, and the current political climate in Europe and the US poses risks for the future availability of this funding stream.

We also note that although the "localisation agenda" is a positive development, with the potential to be well-aligned with the survivor-centred approach by

targeting funding to grassroots, local survivor networks, the benefits of the Mukwege Foundation's model of accompaniment and support - and the peer-learning and solidarity of the SEMA global network - are not recognised in this funding model.

To address these challenges we need to further diversify our income streams and increase the percentage of unearmarked funding in relation to our total income - aiming for a minimum of 25% of our total income to be unearmarked.

In response to these challenges, in 2024 we began a longer-term investment in a major donor strategy, seeking to foster new donor relationships and encourage an increase in unearmarked gifts. As part of this strategy, we organised a special, private event for potential donors in November 2024. Guest speakers Dr Denis Mukwege and Jacqueline Mutere, along with our Executive Director Katrien Coppens, were interviewed by Ruben Terlouw, a well-known Dutch television presenter, filmmaker and photographer, in front of an invited audience in the beautiful setting of Slot Zeist. The speakers shared their individual journeys and powerful efforts to create change and to make conflict-related sexual violence a thing of the past.

We value the flexibility and stability that unrestricted gifts and donations of all sizes give us. Following on from the launch of our renewed website in January 2024, we have been working behind the scenes to make our donor journeys smoother and easier for individual donors. As we improve our customer relationship management systems, we aim to be able to provide our individual donors with timely updates and relevant information about the difference their donations are making to survivors globally.

We are grateful to all our long-term donors and partners for their commitment to and trust in our work, including: the Agence Française de Développement, the French Government's Centre de Crise et de Soutien (CDCS), the Embassy of France in Ethiopia, Fondation Pierre Fabre, Fondation Pro Victimis, the Global Survivors Fund, the ICC Trust Fund for Victims in CAR, the International Center for Transitional Justice (with funding from the Dutch Ministry of Foreign Affairs), the International Coalition of Sites of Conscience, IOM, Legal Action Worldwide (with funding from the US State Department for Democracy, Rights and Labor), LM International, Stichting Doelwijk, the UK Government's Preventing Sexual Violence in Conflict Initiative, the University of Montreal and Panzi Foundation (with funding from the Canadian Government), the UN Trust Fund to End Violence Against Women and Girls, and Weeshuis der Doopsgezinden.

In 2024, we started a new partnership with Bibliothèques Sans Frontières (with funding from the CDCS), and our Thinking of You public campaign was supported by Vfonds and the Embassy of Canada to the Netherlands. We are also grateful to the Stichting Familiefonds Wierda-Baas for their support to the SEMA global network.

In particular, we acknowledge the crucial contribution of the Nationale Postcode Loterij and its participants to our work with and for survivors of conflict-related sexual violence. The Nationale Postcode Loterij is part of the Postcode Lottery Group, a social enterprise that has now introduced the unique Postcode Lottery format in five European countries.

The aim is to raise as much money as possible for good causes—and, of course, participants have a chance to win hundreds of thousands of prizes every month. Since the Postcode Lottery was founded, €8.4 billion has been donated to support a just, healthy and green world. In 2024, it donated a record amount of €969 million to charities and cultural partners. The shares of the Postcode Lottery Group are 100% owned by a foundation.

The Mukwege Foundation is especially grateful to have received the wonderful news that our annual contribution has been increased to 1 million euros. In addition, we were delighted to receive an 'extra trekking' project contribution supporting our Red Line Initiative and our work alongside survivors to demand accountability for conflict-related sexual violence crimes.

CONCLUSIONS

In 2024, our work unfolded amid shifting political and social dynamics, marked by increasing geopolitical tensions, conflict, and economic instability. Ongoing and new conflicts are driving alarming levels of conflict-related sexual violence, leaving survivors to face severe physical, psychological, and social impacts. Many are further burdened by stigma, marginalisation, and limited access to essential services like healthcare, psychosocial support, legal aid, and livelihood support. Meeting these needs demands both resources and a deep commitment to a survivor-centred approach that prioritises dignity, agency, and empowerment.

2024 reaffirmed the relevance of the Mukwege Foundation's mission and Theory of Change. We successfully launched the first annual plan of our new 2024–2028 Strategic Plan, continuing our strategic direction, advancing our Care, Voice and Justice & Accountability programmes, and achieving recognition of our survivor-centred approach.

Following the rapid team growth in 2023, we focused in 2024 on stabilising and supporting our staff—strengthening institutional knowledge, capturing lessons learned, and investing in back-office development and capacity.

We made meaningful progress in raising global awareness about the use of sexual violence as a weapon, along with states' obligations to prevent and respond to such crimes.

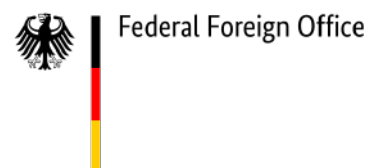
Growing polarisation across global, regional, and national politics is eroding international legal norms. This threatens the fundamental norms and values at the core of our mission and jeopardises the financial support from governments that have historically been key allies in our work.

Recognising this, we began diversifying our funding and support base and are building stronger relationships with individual major donors and foundations—an important step toward long-term sustainability.

Amid these challenges, we're proud of what we achieved in 2024 and remain committed to working alongside survivors to transform the global response to conflict-related sexual violence.

ACKNOWLEDGEMENTS

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





dr. Denis
MukwegeFoundation

ANNUAL REPORT 2024

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