



A GLOBAL FUND FOR SURVIVORS OF
CONFLICT-RELATED SEXUAL VIOLENCE



STRATEGIC PLAN
2021-2023

“ Our **VISION** is that **ALL** victims of conflict-related sexual violence feel acknowledged and respected, have the means to live a life of dignity and trust that the crimes will not be repeated.

In working towards our vision, we embark on our **MISSION** to enhance access to reparations and other forms of redress for survivors of conflict-related sexual violence across the globe. ”

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Introduction

Dr. Denis Mukwege and Nadia Murad officially launched the Global Survivors Fund in October 2019. This Strategic Plan 2021-2023 presents the Global Survivors Fund's main orientations and priorities over the next three years. Under the leadership of our Board, which is accountable for the plan's implementation through the Secretariat, the Global Survivors Fund's Secretariat will ensure that the work is carried out in a purposeful and effective manner.

This three-year plan builds on the Global Survivors Fund's founding strategy, which was developed with input from many. The Global Survivors Fund's founding organisations, the Mukwege Foundation and Nadia's Initiative, led a broadly consultative process with a wide range of individuals over two years. This included Round Table discussions, 'stress-testing' sessions, presentations at conferences, and one-on-one focused meetings with survivors, reparations experts, government representatives, academics, grass-root organisations, and UN organisations.

The emphasis during the upcoming three years will be on delivering interim reparative measures to have maximum impact on the lives of survivors. We will also advocate to make sure survivors voices are heard, as well as fine-tune our policies and operating procedures, step up our fundraising and thoroughly measure our work's impact.

At the end of the three years, we will commission a review to evaluate the Global Survivors Fund's performance against our organisational goals, determine what works well and what can be improved, and how to adapt our strategy as we advance.

In this strategy, we will look at our three objectives:

ACT, ADVOCATE, GUIDE

It sets out our approach: survivor-centred, localised, collaborative. Central to the Global Survivors Fund is its survivor-centric character.

It is set up with survivors and can only succeed in achieving its mission through genuine collaboration with survivors.

Why a Global Survivors Fund?

Witnessing first-hand the life-long damage caused by conflict-related sexual violence, Dr. Denis Mukwege long recognised the importance of reparations for survivors to rebuild their shattered lives. Though reparation is a recognised right, there is a considerable implementation gap in making reparations for survivors of conflict-related sexual violence a reality. Through the Mukwege Foundation, Dr. Mukwege spearheaded the development of the Global Survivors Fund dedicated to making reparations accessible.

In a historic moment on December 10, 2018, Dr. Mukwege and Nadia Murad received the Nobel Peace Prize for their efforts to end sexual violence as a weapon of war in armed conflict. From that moment on, Nadia Murad, as a survivor herself, being so aware of the importance of reparations and redress, joined Dr. Mukwege in this mission. Together they launched the Global Survivors Fund.



Nobel Peace Prize, Oslo, December 2018

The establishment of the Global Survivors Fund helps realize a vision long held by survivors. SEMA, a leading global network uniting survivors of conflict-related sexual violence, supported by the Mukwege Foundation, has been lobbying for reparations since its inception. SEMA members were involved in establishing the Global Survivors Fund, whose mission and vision draw from this network's work.

The Global Survivors Fund builds on the long-standing advocacy efforts of the Office of the United Nations' Special Representative of the Secretary-General on Sexual Violence in Conflict (SRSG-SVC). The UN Secretary-General endorsed the Global Survivors Fund in his statement to the Security Council on conflict-related sexual violence in April 2019, and Security Council Resolution 2467 referenced the Global Survivors Fund. The G7 also confirmed its support for the Global Survivors Fund in its August 2019 Declaration on Gender Equality and Women's Empowerment.



In November 2018, the Mukwege Foundation organised a high-level event called *“From words to action: repairing the wounds of wartime sexual violence.”*

Survivors from SEMA explained why reparations are critical to survivors’ healing and empowerment. SEMA members and Dr. Mukwege SEMA called for a global initiative to make reparations accessible.

Conflict-related sexual violence occurs with haunting frequency and is systematically used to destroy and terrorize not only individuals but entire communities.

Survivors face a cascade of consequences, from permanent physical injuries and long-term debilitating trauma to stigmatization and socio-economic exclusion from their communities.

Acknowledgment, compensation and other elements of reparations are key for survivors to be able to rebuild their shattered lives.

Access to reparations and other forms of redress for survivors has not been a high priority on the policy agenda at the international, national or local level.

Only a tiny minority of survivors of sexual violence worldwide ever receive reparations awarded by a formal justice mechanism or through administrative mechanisms.

In the rare occasion that reparation programmes exist, they are designed without the participation of the survivors.

OUR SOLUTION

The purpose of the Global Survivors Fund is to fill the existing gap in addressing the needs and the rights of survivors by implementing interim reparative measures when states are unwilling or unable to do so.

The Global Survivors Fund will also advocate for reparations and guide States and civil society in developing survivor-centric reparation programmes.

A survivor-centred approach is the cornerstone of all the Global Survivors Fund's activities.

Summary of Our Approach

WHAT MAKES THE GLOBAL SURVIVORS FUND UNIQUE?

- We propose a narrative of reparations based on **accessibility** to reparations for survivors
- The Global Survivors Fund's proximity to survivors allows us to **co-create** programmes with them
- We adopt **innovative** approaches in our work with survivors, in our resource mobilization, and using technology
- We are purpose-driven and **focused** on the concrete needs of survivors of CRSV
- Through our rigorous monitoring, we learn, adapt, and build an **evidence-base** for a unique and effective model of reparations

OUR APPROACH

- We adopt a **survivor-centric**, survivor-driven approach
- We seek **contextualised solutions** for localised problems
- We facilitate **teamwork** among multiple stakeholders



Survivors in Colombia, united in the network Red de Mujeres have played a key role in negotiating the country's peace agreement and are strong advocates for survivor-centred reparations. Photo credit: IOM.

Theory of Change



Our Objectives

OBJECTIVE 1

ACT by supporting civil society in providing interim reparative measures

We maximize impact for survivors by providing access to interim reparative measures through civil society. These can take the form of livelihood packages, funds for facilitating access to education or healthcare, and other forms of individual or collective compensation. The Global Survivors Fund also supports symbolic reparative measures, such as creating safe spaces for survivors, memorialisation initiatives, public hearings, or art projects.

HOW

In all of this, our fundamental principles are paramount. We **co-create with survivors** in designing the projects. We **engage all relevant stakeholders** in the monitoring and implementation of projects – this includes survivors, civil society, and where possible, the UN and governments. While the Global Survivors Fund sets the broad criteria, we adopt a **localised approach** and follow survivors' guidance in suggesting solutions to the challenges we come across.

We provide financial and **intensive technical support to local partners** to develop and implement the projects and work together for a widely accepted survivor-centred reparations model.

We rigorously **monitor and evaluate** the impact of the Global Survivors Fund. In doing so, we learn; we adapt; and create an evidence-base.

In situations where states or other responsible parties are unable or unwilling to take steps to meet their responsibilities, the Global Survivors Fund provides support to civil society programmes to provide interim reparative measures.

OBJECTIVE 2

ADVOCATE for duty bearers to take their responsibility to provide reparations

Our primary advocacy objective is for duty bearers and the international community to acknowledge conflict-related sexual violence survivors and take responsibility to deliver survivor-centric reparations programmes. We support grassroots organisations in their advocacy work, advocate at the international level, and engage with countries bilaterally to influence their policies and practice.

HOW

We **collaborate with survivors** in designing advocacy goals, priorities, and messages.

We provide financial and technical **support to local partners** to enhance their advocacy work for survivor-centric reparations.

We create momentum by **bringing relevant stakeholders together** at critical moments.

We **join efforts** with other civil society and human rights organisations.

We engage the United Nations, its Member States, and other national, regional, and international stakeholders to improve existing normative frameworks, policies, and practice.

The leading advocacy objective of the Global Survivors Fund is to influence the relevant stakeholders, primarily States as duty bearers, but also the international community, to take responsibility to develop and successfully implement survivors-centric reparations programmes.

OBJECTIVE 3

GUIDE by supporting states and other stakeholders in designing survivor-centric reparation programmes

To promote the development and the implementation of genuinely survivor-centric and effective reparations frameworks and mechanisms, we advise and provide technical assistance to governments, civil society, and other stakeholders at the national level. We also enhance knowledge and best practice sharing between different actors at national and international levels.

This includes facilitating exchanges between survivors, civil society members, government representatives from countries who have either already implemented interim reparative measures or intend to do so, or consolidating lessons learned and knowledge produced by the academic community.

HOW

We **mobilise human capacity** through secondments and collaborating with existing rosters of experts.

We disseminate existing knowledge and good practice and create our own by learning from our projects and **developing an evidence-base**.

We facilitate collaboration between civil society, academic institutions, and the private sector to stimulate **innovative approaches** for reparations.

We develop and stimulate a **community of practice** to facilitate learning between disciplines and countries.

The Global Survivors Fund provides expert advice and technical support to states willing to deliver reparations, to design effective survivor-centred reparation programmes. The Global Survivors Fund also collects and disseminates good practices in the field of reparations.



Global Survivors Fund pilot project in Guinea, January 2020.
Through photography, survivors demonstrate how their lives have been affected by the violence and what 'repair' means to them.

Photo credit: Raegan Hodge.



STRATEGIC FOCUS

ACT by supporting civil society in providing interim reparative measures

ADVOCATE for duty bearers to take their responsibility to provide reparations

GUIDE by supporting states and other stakeholders in designing survivor-centric reparation programmes

STEPS

Support survivors and local actors in designing impactful projects and in establishing innovative collaboration structures involving all stakeholders

Conduct global study assessing the opportunities for reparations in 20 countries

Expand the project portfolio to include at least eight countries by mid-2022 and 15 countries by 2023

Develop a toolbox to support implementing partners in providing interim reparative measures

Further define the Global Survivors Fund's criteria and policy on the different types of interim reparations supported by the Global Survivors Fund

Further test and adapt monitoring and evaluation mechanisms & build evidence-base for effective programmes and reparations models

Regular engagement with survivors through the SEMA and other networks to solicit survivors' views on advocacy goals, priorities, and messages

Develop and implement advocacy strategies, including the development of advocacy to different target groups to influence the development and implementation of survivor-centric, efficient, and effective reparations measures:

- Provide input for international policies, frameworks, and instruments concerning reparations
- Stimulate partnerships and momentum for advocacy locally through the Global Reparations Study
- Develop general and country-specific advocacy tools to support grassroots organisations in their advocacy work
- Conduct country visits and meetings with national stakeholders
- Facilitate exchange with targeted state institutions such as parliaments and judiciary
- Develop statements and position papers
- Organise high-level advocacy events

Develop a repository of tools and guidance for reparations for CRSV

Organise communities of practice to consolidate and disseminate knowledge accumulated by the Global Survivors Fund and others

Collaborate with academic institutions and independent experts in conducting research, publishing papers, and organizing symposiums to expand the multidisciplinary knowledge base on CRSV and reparations

Establish collaboration with governments, NGOs, individual reparations experts, and existing rosters to create standby capacity for technical support

Organise and support training/workshops/seminars/conferences at the national, regional, and international levels

Organise exchange visits for survivors, their representatives, civil society, and government officials to countries which have experience in development and implementation of reparations for survivors

MEASURES

Number of countries, projects, and types of projects

Number of survivors actively involved in the design and implementation of interim reparative projects

Number of survivors that receive compensation, economic support, legal assistance, health, education, MHPSS

Criteria for project selection developed

Toolbox developed and used by implementing partners

Number of symbolic reparation initiatives

Number of multi-stakeholder committees overseeing the implementation of projects

Number of Survivor consultation sessions/events conducted

Number of Advocacy strategies developed

Number of national advocacy initiatives/organisations supported

Tools to support local advocacy developed

Number of Advocacy visits /engagements with national governments

Number of Global Survivors Fund statements issued and position papers published

Number of Global Survivors Fund convenings organised & Global Survivors Fund active participation in working groups and representation in events

Number of high-level advocacy events organised

Global Survivors Fund media engagement

Desk-based review of existing tools/guidance for reparation programmes for CRSV conducted and repository developed

Guidelines, tools, and training materials on principles for survivor-centric reparation programmes developed

Repository for symbolic reparations samples developed

Number of trainings/workshops/seminars/conferences conducted

Number of and nature of partnerships with governments to support the design of reparation programmes

Number of Advisory papers developed

Number of Country specific manuals and SOPs developed

Number of Reparations experts deployed

Number of communities of practice created

Projects

IDENTIFICATION OF PROJECTS

The Secretariat will pro-actively explore potential projects allowing the Global Survivors Fund to 'test' its different functions (i.e. supporting interim reparative measures, supporting advocacy work, and providing guidance). It will also consider other factors such as geographic diversity and the scope and scale of sexual violence. The global study as described below will provide critical information for the identification of new initiatives.

PROJECT DESIGN

With intensive support from the Secretariat, program design will be initiated at the local level by survivors and civil society, and government where applicable. These stakeholders will work collaboratively to form a committee overseeing the project.

TECHNICAL ADVISORY PANEL REVIEW

The Technical Advisory Panel will be responsible for reviewing project proposals based on the Global Survivors Fund's criteria and will make recommendations on amendments.

PROGRAMMATIC DETERMINATIONS MADE BY THE SECRETARIAT

IDENTIFICATION OF NEW PROJECTS

The Secretariat will pro-actively explore potential projects, ensuring geographic diversity and allowing the Global Survivors Fund to 'test' its different functions (i.e. supporting interim reparative measures, supporting advocacy work, and providing guidance).

Within the 'ACT' pillar, the Global Survivors Fund will test different modalities and thoroughly measure their impact.

2021 will see the launch of 5 new projects supporting interim reparative measures through civil society, both material and symbolic. This includes one potentially sizable project in Central African Republic. 2022 will see the launch of a further 3 projects. At the end of 2022, the Global Survivors Fund will review the project identification process. Pending the review outcomes, the Global Survivors Fund may consider announcing a call for proposals (for example, focusing on a specific country, region, or thematic area) while also selecting countries and projects based on the global study.

The global study as described below will provide critical information for the identification of these new projects.

When evaluating and prioritizing new contexts for its operations, the Global Survivors Fund takes into consideration several factors:

- Settings where sexual violence has been used in a widespread/systematic manner
- Availability of a coalition of multiple stakeholders including strong civil society partners
- Unmet reparation needs of survivors/victims of conflict-related sexual violence
- Absence of accessible and effective local remedies
- Presence of or potential for a national survivor network
- Security context that allows for regular visits for Fund support
- Urgency & Momentum
- Complementarity with other responses
- The Global Survivors Fund will prioritise programmes that benefit survivors who are currently alive. The Global Survivors Fund's work can benefit survivors' children, for example, children born out of rape.

PROJECT DESIGN

Once the location for a project is selected, the Secretariat will assess and invite implementing partners, with survivors' active participation, in co-designing projects.

A dedicated staff member of the Global Survivors Fund will work side by side with the local actors, including survivors, in designing the project. This is done using participatory approaches, starting with the question: "what does reparation mean for survivors?". In many cases, project design begins with workshops on what reparation means and how it is different from humanitarian assistance. During this phase, survivors also receive other support enabling them to play an active role. This can vary from psychological support to training on the right to reparations.

All project descriptions should reflect:

- Involvement of survivors in the elaboration of the proposal and during all other stages of the project
- Multi-stakeholder collaboration
- Critical components of reparations, such as acknowledgment and compensation
- Measures are taken to maximize the cost-effectiveness of the programmes
- Measures are taken to ensure that survivors receive concrete support
- Measures are taken to ensure a long-lasting impact on survivors' lives
- Measures are taken to mitigate risks
- Monitoring and Evaluation plan

PROJECT REVIEW

The Global Survivors Fund works with a **Technical Advisory Panel** (TAP) that plays a key role in reviewing the co-designed projects by guiding the Head of Programmes and other senior leadership team members. This panel is made up of survivors, as well as stakeholders from diverse geographic backgrounds and varying expertise (including reparations programmes and modalities, strategic litigation, education, cash assistance, and psychosocial support).

During 2021-2022, TAP members will be available for ad-hoc advice regarding specific thematic and technical aspects of implementing existing or developing future projects. Projects will then be shared with a select group of TAP members, based on their area of expertise, for their feedback.

Small teams may be formed to provide comprehensive feedback on proposals and jointly make recommendations on funding allocations.

At the end of 2022, the Global Survivors Fund will review the project identification process. Pending the review outcomes, the Global Survivors Fund may consider announcing a call for proposals (for example, focusing on a specific country, region, or thematic area) while also selecting countries and projects based on the country study.

If the Global Survivors Fund considers launching a call for proposals in 2023, and there will be different applicants, the Global Survivors Fund will adopt a reviewing structure with the TAP members, facilitating objectivity, independence, and balancing the time commitments of its members.

MEASURING THE IMPACT

The Global Survivors Fund's core principle is its survivor-centric character, which places survivors at the centre to ensure programmes are initiated locally, and outcomes benefit the individuals and communities they are designed to serve.

Survivors play an integral role in designing and implementing programmes, but they are also involved in designing and implementing the monitoring and evaluation frameworks. The Global Survivors Fund is working in conjunction with the Netherlands Institute for the Study of Crime and Law Enforcement to monitor and evaluate our projects' impact, combining methods called Photo Voice and Concept Mapping, of which survivors are playing a critical role.

The study's overall purpose is to describe, visualize and assess the relationships between reparative interventions of the Global Survivors Fund and the well-being and participation of survivors of conflict-related sexual violence and their respective family and community relationships using a mixed-method approach.

Survivors themselves define what repair means to them, and based on that, existing validated questionnaires are selected and adapted. The research process is based on repeated cycles of data collection and analysis. This iterative approach will be used to facilitate the identification of emerging themes, allowing a thorough understanding of the participants' perceptions.

2020 saw the start of this methodology being tested in the three pilot project countries. 2021 will see the continuation of this testing. This will by 2022 lead to the development of a standard methodology and tools for monitoring and evaluation of impact, that can be used and adapted to all the projects that the Global Survivors Fund will support.

GLOBAL REPARATIONS STUDY

2021 will see the continuation of the comprehensive multi-country study on the status of and opportunities for reparations for survivors of conflict-related sexual violence globally. The Global Reparations Study is a multi-actor effort in collaboration with grassroots organisations, survivor networks, and international partners.

The purpose of the Global Reparations Study is to carry out an assessment of conflict-related sexual violence, its impacts, and the related elements concerning survivors' (potential) access to reparations. The Global Reparations Study will provide recommendations on the ways forward and will be an important advocacy tool at national and international levels. The work undertaken for the Global Reparations Study involves an essential component of engagement with survivors and other relevant stakeholders, including capacity-building. Depending on the context, this work will contribute to building the foundations, providing momentum, strengthening, accelerating, or multiplying the delivery of reparations for survivors of conflict-related sexual violence.

The final report will be produced in 2021. The findings of the Global Reparations Study will in particular inform the Global Survivor Fund's selection of new projects.



South Kivu, August 2020. Photo taken in a workshop with survivors about what reparation means to them.

Advocacy & Guidance

The advocacy and guidance activities will be integrated in the country projects on a regular basis. As of 2021, the Secretariat will also intensify its global Advocacy and Guidance activities. To this end, the Global Survivors Fund will establish recurring Annual Survivors Meeting and ensure regular participation in the Geneva based UN Human Rights Council and the New York based UN General Assembly and other global events and processes.

In 2021, the Global Survivors Fund will also support a series of events, including the Global Survivors Hearings, currently scheduled to take place in Addis Ababa, and organise several side events during the 2021 UN General Assembly in New York. The purpose of these events is to further advance the issues of reparations with national and international policy makers. It will also be an opportunity for survivors to contribute to the Global Survivors Fund's policies. During 2021, the Global Survivors Fund will continue working on the development and roll-out of variety of advocacy and technical guidance tools.

In 2022 and 2023, the Global Survivors Fund will continue organizing and supporting national and international events, including the regular Annual Survivors Meeting, the participation in meetings of the UN bodies and expand its work on country level advocacy and guidance.

The cumulative work of the Global Survivors Fund on advocacy and guidance is geared toward several key objectives: influence and assist states as duty bearers to develop and implement survivors-centered reparations programmes; raise awareness among general and specialised audience about the right to reparations for survivors of conflict-related sexual violence; contribute toward the enhancement of the international norms, policies and instruments on reparations; consolidate substantive and technical knowledge on the survivors' rights to reparations; and encourage the use of innovative approaches to reparations in general and funding for reparations in particular.

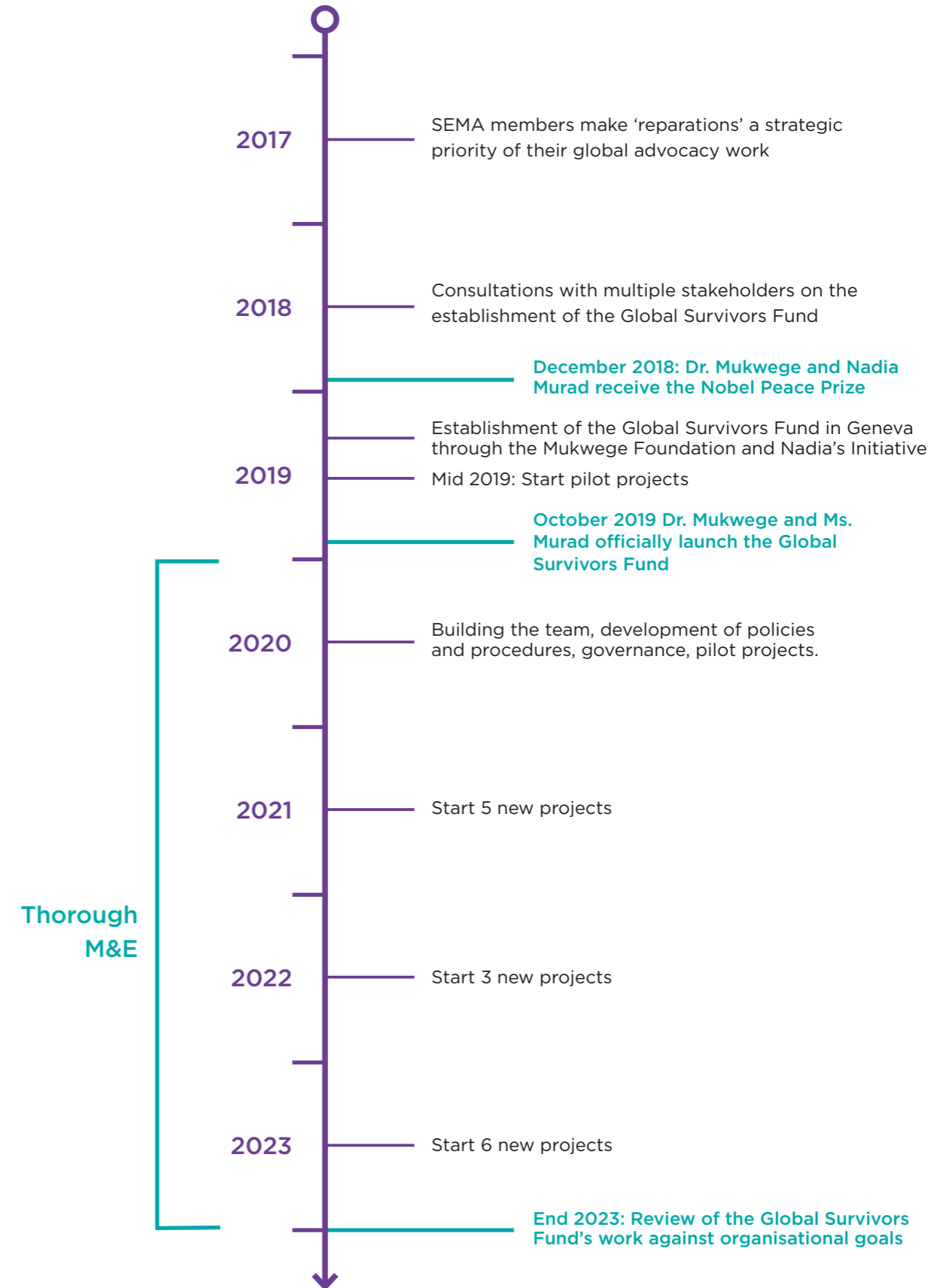
Partnerships

Remaining committed to a collaborative and contextualised approach, the Global Survivors Fund has already established partnerships not only with local civil society organizations, but also international bodies, as well as the United Nations, including the Office of the SRSG-SCV and the Trust Fund for Victims of the International Criminal Court. The Global Survivors Fund also intends to expand its collaboration with academic institutions for the purpose of research and policy development, as well as the private sector for the purposes of fundraising and enhancing corporate responsibility.



Meeting Ukrainian survivor network. Kyiv, August 2019.
Photo credit: Volodymyr Shcherbachenko.

Project Timeline



Governance

The Global Survivors Fund has recruited a highly accomplished, varied group of stakeholders to serve on the Board. The Board is also geographically and culturally diverse.

At the core of the Global Survivors Fund's governance is partnership – recognizing the importance of valuing each core constituency as an equal participant. Each partner's comparative strength will leverage the weight to secure financial and political support for the Global Survivors Fund and guide its activities.

STRATEGIC ADVISORY COMMITTEE

The Board is establishing a Strategic Advisory Committee. The Strategic Advisory Committee will consist of a group of high-level individuals representing diverse international institutions, including the Office of the SRSG on Sexual Violence in Conflict and other UN entities and regional bodies. The SAC will consist of approximately 8 to 10 members who provide critical strategic insight and advice to the Board regarding the Global Survivors Fund's objectives and goals.

The Board can also seek the Committee's feedback and advice on emerging policy, advocacy, programming, or coordination. The Committee can create opportunities for partnerships and advocacy for rights to reparations for survivors of conflict-related sexual violence at the national and international levels.

2021 will see the establishment of the SAC by identifying and securing the members for the Committee. The initial meeting should take place in the first half of 2021 to establish the functioning of the committee. Subsequently, the SAC will start providing strategic advice and see its first official meeting at the end of 2021. 2022 will see further refining of the functioning of the Committee and see how possible adaptations should be made in order for it to be optimal.



Day to day operations are the responsibility of the Secretariat.

The Secretariat solicits technical support from the Technical Advisory Panel.

External monitoring and evaluation will ensure independent accountability and objective analysis.



RISK AND MITIGATION

The Global Survivors Fund will seek to mitigate potential risks. In 2021 the Secretariat will conduct a risk mapping and analysis to create a register that will identify how likely and how impactful on operations the risks will be. This will take into consideration institutional, financial, operational and security risks. These will be analysed and assessed with the Board and mitigation measures will be fully developed and operationalised as soon as possible and by 2022. By 2023 the risks of being a grant giving organisation and all the necessary measures and procedures will need to be fully identified in order to soundly make a call for proposals.

Currently the most pressing risk is the COVID-19 pandemic. Some of the activities particularly support to projects could be slightly impacted however we are adapting our strategies to enable to continue assistance without international travel through distance support and increased regular follow up.

The organisation of some of the advocacy events are being done online in responding to the new way of working.

 ASSOCIATION DES VICTIMES, 
PARENTS ET AMIS DU 29 SEPTEMBRE 2009
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SUR LA RUE RO 301 TEL : 00224 30 30 30 30 avpa29@gmail.com



Survivors Meeting, Guinea 2020
Photo credit: Raegan Hodge.

Evaluating Our Success

Rigorous monitoring and evaluation will be conducted at all levels to assess both organisational effectiveness and programmatic achievements. A thorough analysis of data will not only inform decision-making about programmes and funding, it will also help develop good practice and evidence-based support for survivor-centric policy development and advocacy for structural change. This strategy will form the basis for evaluating the success of the Global Survivors Fund.

Using the 2021-2023 strategy, the Global Survivors Fund will implement a rigorous evaluation system to track either qualitative or quantitative results for each organisational goal:

1. The Global Survivors Fund's resource mobilisation (process and results)
2. The process of collaboration and genuine survivor participation
3. The impact of various types of programmes on survivors' lives
4. The demonstrated effectiveness of a survivor-centric, community-driven approach
5. The impact on the international and national policy and practice.

At the end of each year, the Global Survivors Fund will assess its progress for each organisational goal, and findings shall be reflected in the following year's operational plan. At the end of the three years, a thorough multi-stakeholder review will be commissioned to assess what worked well, what can be improved, and how learning will inform the strategy as we advance.



*Photo credit: Dylan Walters
under a Creative Commons License*

ORGANISATIONAL GOAL

Create an organisation that fosters collaboration and partnership amongst stakeholders with genuine survivor participation at all levels.

Using innovation, establish a public/private partnership to mobilise 50 million EUR by 2023 to deliver access to reparations.

Transform the lives of thousands of victims of sexual violence through reparations and other forms of redress.

Develop an effective model for (interim) reparations adopting a truly survivor-centric and community-based approach.

Transform the international policy agenda to prioritise reparations and encourage national governments and the international community to collectively take the responsibility to act.

WHAT DOES SUCCESS MEAN TO US?

The Global Survivors Fund brings together stakeholders from different constituencies that share our mission and together accept a responsibility to act.

The Global Survivors Fund's resource mobilisation process and result allow for a regular funding stream for reparations and other redress forms.

Our projects have a tangible and lasting impact on survivors' lives.

Our data, programmatic experiences, and technical capacity lead to wide acceptance of the benefits of survivor-centric and community-based models for reparations for CRSV.

Our advocacy work impacts the international and national policy and practice - reparations becoming an integral part of post-conflict development.

MEASURES OF SUCCESS

Diverse well-functioning Board committed to the Global Survivors Fund's mission

SAC functioning

Technical Advisory Committee fully operational.

The significant participation of survivors in all aspects of the work

Multi-stakeholder committees overseeing projects and engagement in join advocacy

Donor Growth

Composition of the Global Survivors Funding base

The geographic diversity of the Global Survivors Funding base

The proportion of unrestricted funding

Multi-year commitments

Donor retention rate

Innovative funding strategies employed successfully

Diversity of programmatic achievements

Participatory Monitoring & Evaluation instrument demonstrates:

Number of survivors reached and the impact on psychosocial-, economic, physical-well-being & sense of justice

Impact on how survivors are perceived in their family and community

Symbolic reparation programmes and value attached by survivors and communities

Tools and guidance developed using data generated in Global Survivors Fund projects and existing best practice

Demonstrated track record of portfolio of best practices

Track record of how critical aspects of our methodology are used by policymakers and implementers designing reparation programmes

Increased assumption of responsibility to act by national governments as reflected in design and implementation of national Action Plans, reparation programmes or other policy and practice

National, regional, and international recognition for right to reparation and survivor-centred approaches as reflected in policy and legal frameworks

Donor engagement in relation to reparations and redress with governments in post-conflict settings

Conclusion

The Strategic Plan outlines ambitious yet achievable objectives for the next three years.

We are pleased to see the resonance our work has had so far, and for the broad recognition of the urgency to fill an important implementation gap. The commendable resources mobilised so far will make it possible to implement innovative survivor-centred models for reparations and redress, allowing for the acknowledgement and compensation survivors so deserve.

There are certainly challenges ahead, but we believe that through collaboration with survivors, our donors, advisors and our Board, driven by the bottom up rather than the top down, we will be able to overcome these and fulfil our mission.



GLOBAL SURVIVORS FUND

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