



ANNUAL REPORT 2022

Foreword

From the full-scale invasion of Ukraine by Russian forces, to the rekindling of violence in the Democratic Republic of the Congo (DRC), continued conflict in Ethiopia, and armed clashes in Myanmar, 2022 was once more a year in which the gap between the number of survivors of conflict-related sexual violence (CRSV) and those receiving reparations continued to grow.

But 2022 was also a year for hope and for renewed determination. We not only began to see the tangible impact of the Global Survivors Fund (GSF)'s work on the lives of survivors, but also saw more public acknowledgement around and indignation in the face of CRSV in certain contexts. With this came several occasions to advocate for timely co-created reparations for all survivors.

2022 also saw some cautiously positive signs from governments: the Iraqi government allocated USD 17 million to the implementation of the Yazidi Survivors Law; the government of Chad committed EUR 15.3 million to the African Union fund for Hissène Habré's victims; a long-awaited trial for the 28 September 2009 Conakry Stadium events began in Guinea; the President of the Central African Republic (CAR) announced the Strategic Committee for the Fight against Conflict-Related Sexual and Gender-Based Violence; the Ukrainian government committed to establishing a domestic reparations framework including for survivors of CRSV and in Mali, a reparations policy was adopted and the Truth, Justice and Reconciliation Commission held hearings on CRSV. Though not resulting in concrete reparation for survivors yet, these developments give us hope in the possibility of full reparations for survivors of conflict-related sexual violence around the world.

Working with an ever-growing network of local, national, and international partners, we have continued on our journey of co-creation, progressing on the implementation of Interim Reparative Measures (IRM) projects in Guinea, Iraq, DRC, CAR, and Türkiye (for Syrian survivors), supporting the setup of new projects in Nigeria, South Sudan, Timor-Leste, and Nepal, and laying the foundations for a further project in Cambodia.

GSF and its partners published numerous new country reparations studies as part of our Global Reparations Study (GRS) – broadening our understanding of the status of and opportunities for reparations for survivors worldwide. We also provided technical support to Ukraine on ensuring urgent interim reparation for survivors of conflict-related sexual violence, even while conflict is ongoing. Technical support has also been provided to other countries such as the DRC, Colombia, and CAR.

We have learned much over the past years, and we will be seizing the opportunity to reflect on this as we look towards the future and prepare to develop our next strategic plan.

None of this work would have been possible without our donors, supporters, and partners. Your generous and active support enables us to be there, with and for survivors, in their efforts to rebuild their lives and claim their fundamental right to reparation.

**Nadia Murad, Dr. Denis Mukwege
and Esther Dingemans**



From left to right: Nadia Murad (GSF Co-founder and board member), Dr. Denis Mukwege (GSF Co-founder and board chair), and Esther Dingemans (GSF Executive director), 2022 © Nadia's Initiative and Magali Girardin

Acronyms

ACbit	Assosiasaun Chega! Ba Ita
ADMSP	Association of Detainees and the Missing in Sednaya Prison
AFJC	Association des Femmes Juristes de Centrafrique
AJAR	Asia Justice and Rights
AYA	Active Youth Agency
CAR	Central African Republic
CHRSS	UN Commission on Human Rights in South Sudan
CIGPJ	Centre for Inclusive Governance, Peace and Justice
CREW	Crown the Woman
CRSV	Conflict-related sexual violence
CSiW	Conjugal Slavery in War
CVT	Centre for Victims of Torture
DRC	Democratic Republic of the Congo
EUCCI	Eastern-Ukrainian Centre for Civic Initiatives
GRS	Global Reparations Study
GSF	Global Survivors Fund
IRM	Interim reparative measures
ISIS	Islamic State in Iraq and Syria
MoU	Memorandum of understanding
NSCR	Netherlands Institute for the Study of Crime and Law Enforcement
OGDH	Organisation Guinéenne de Défense des Droits de l'Homme et du Citoyen
OSRSG-SVC	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict
PSVI	Preventing Sexual Violence in Conflict Initiative
RfP	Rights for Peace
SEMA	The Global Network of Victims and Survivors to End Wartime Sexual Violence
SOFEPADI	Solidarité Féminine pour la Paix et le Développement Intégral
SRSR-SVC	Special Representative of the Secretary-General on Sexual Violence in Conflict
STI	Sexually transmitted infections
STW	Steward Women
UNGA	United Nations General Assembly
UNHCR	United Nations High Commissioner for Refugees

Definitions

CO-CREATION

Co-creation is a set of processes whereby survivors, as rights-holders, have an effective influence on decision making, and play an active role in conceptualising, designing, implementing, monitoring, and evaluating reparation and other reparative measures.

HOLISTIC CARE

An approach which focuses on the entire scope of needs of survivors, responding to the interconnected consequences of sexual violence including medical, psychological, legal, and socio-economic care.

INTERIM REPARATIVE MEASURES (IRM)

Measures provided to survivors by non-duty-bearers, such as non-governmental organisations and civil society organisations, to support their process of healing and rebuilding in circumstances where states or other duty-bearers have yet to comply with their obligation to provide reparation. IRM are inspired by administrative reparation programmes and GSF's IRM projects are co-created with survivors.

REPARATION

Reparation is a right, an entitlement of victims of gross violations of international human rights law and/or serious violations of international humanitarian law. It involves providing measures that survivors are entitled to from the state or other duty bearers to repair harms suffered due to such violations. Such measures have been defined by international standards, and may include measures of restitution, compensation, rehabilitation, satisfaction, and guarantees of non-repetition. Reparations can be individual or collective in nature, should be effective and comprehensive, tailored to the needs of survivors, and proportionate to the gravity of harm they suffered. Reparations should not be confused with humanitarian assistance or relief, nor with development aid programmes. They do not have the same purpose, nor the components of reparations. In reparation processes survivors are not passive beneficiaries of assistance; they are right-holders that should play an active role which helps to transform them into actors of change.

FORMS OF REPARATION

Measures provided by the state, perpetrators, and other duty-bearers to recognise, address, and provide remedies to victims and survivors for the harms they have suffered because of gross violations of international human rights and humanitarian law. Reparation includes restitution, compensation, rehabilitation, satisfaction, and guarantees of non-repetition. In reparation processes, survivors are not passive beneficiaries of assistance; they are right-holders that should play an active role for remedies to be tailored to their needs.

RIGHT-HOLDERS

All survivors hold rights under international human rights law, including the right to a remedy and reparation. As right-holders, they must play an active role in the mapping, design, implementation, monitoring, and evaluation of reparation processes and activities, and other activities concerning their rights.

SURVIVOR-CENTERED

An approach that places survivors at the centre of any process by prioritising their rights, needs, and wishes and ensures they are treated with dignity and respect. Often, the term survivor-centred refers to the actual approach of working with victims/survivors. The term survivor-centric refers to the policies, procedures, and broad responses that prioritise the rights, needs, and wishes of the victim/survivor.

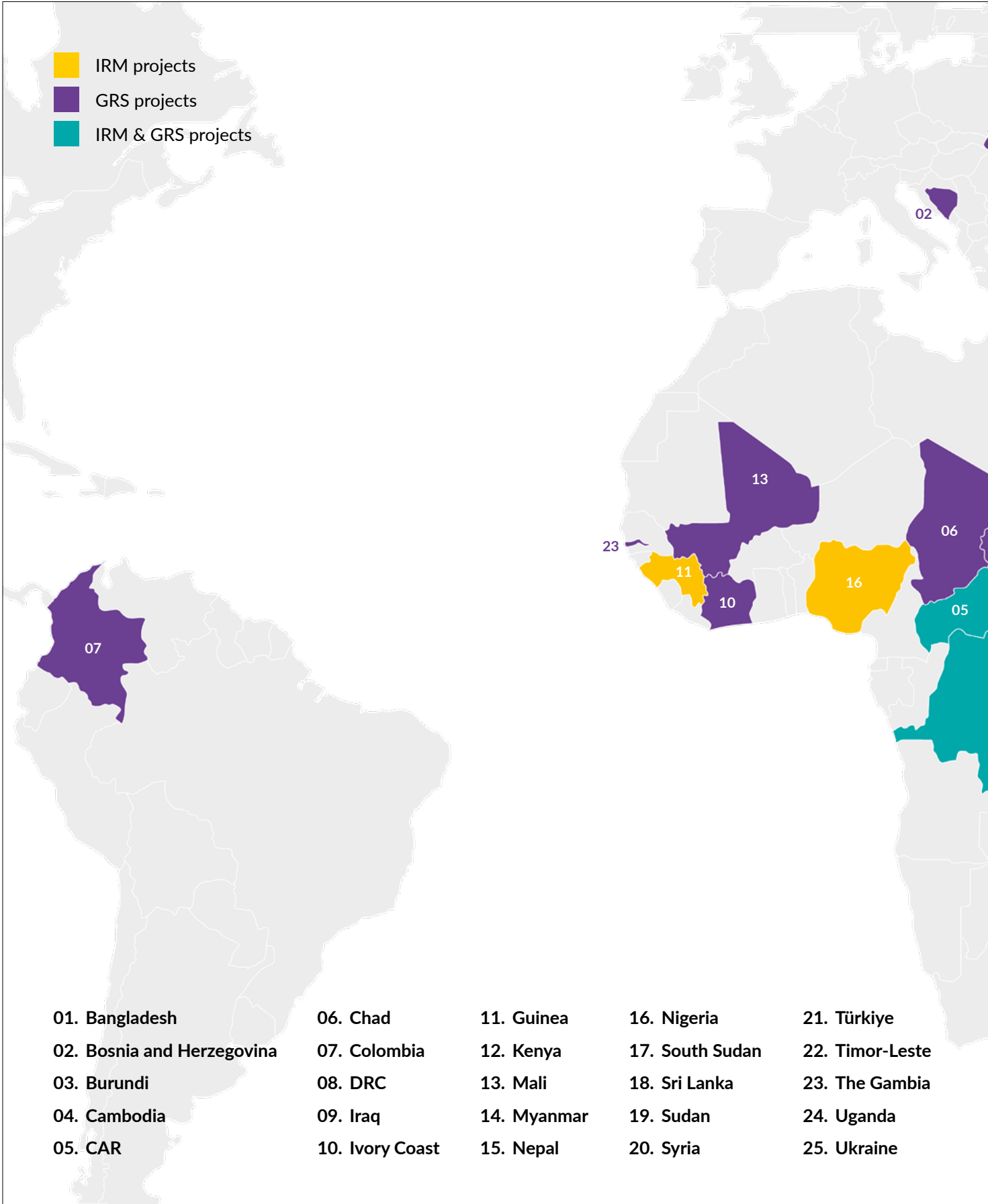
SURVIVOR VS VICTIM

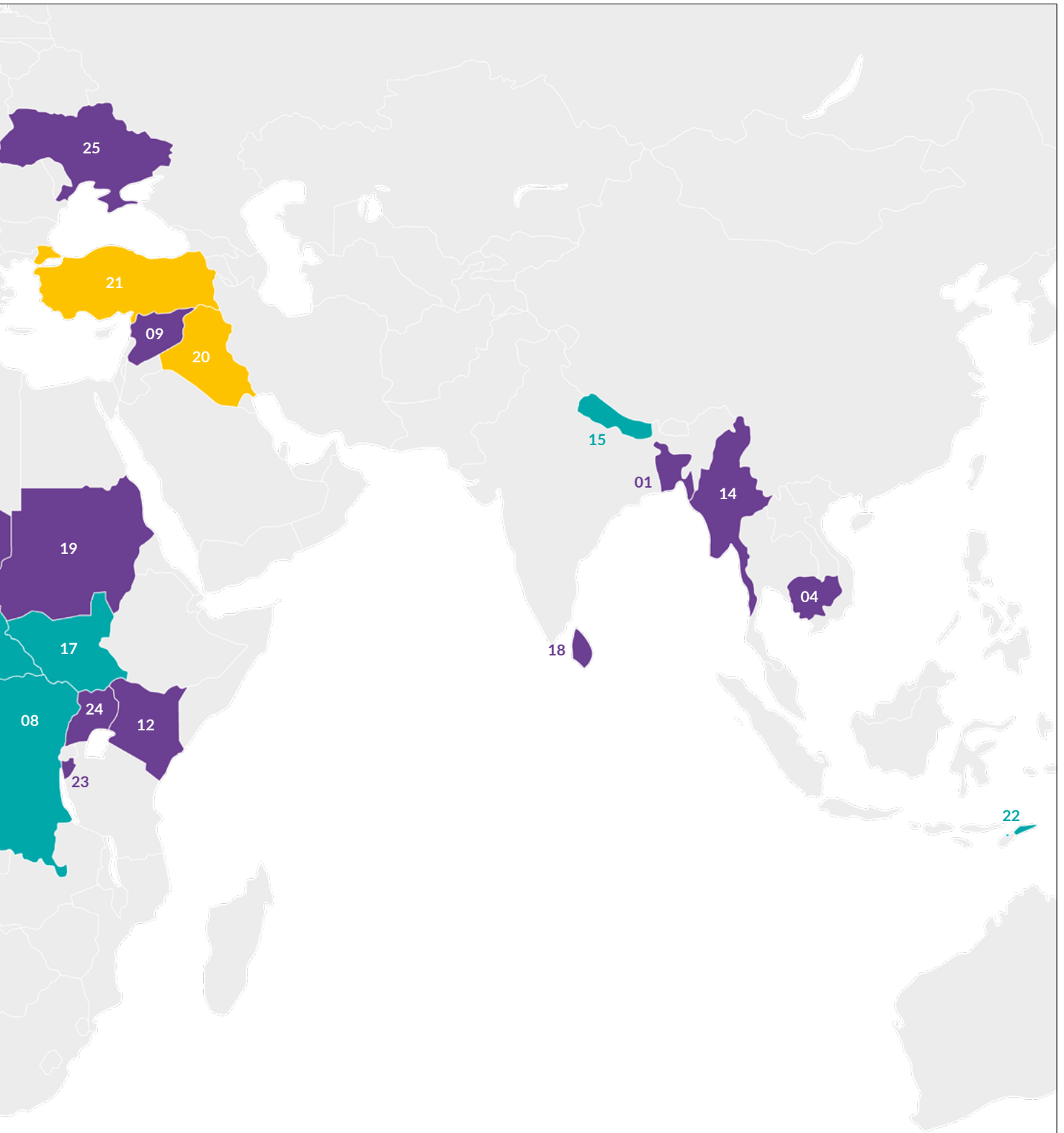
A person who (individually or collectively) suffered harm as a result of gross violations of international human rights and serious violations of humanitarian law. The term survivor is seen by many victims as empowering as it emphasises their strength and resilience instead of focusing on their suffering, but it is narrower than the term victims as it does not include deceased victims or indirect victims, such as children born of CRSV or other family members. It only applies to those who directly suffered CRSV. GSF uses both terms, depending on the context and the wishes of those who suffered harm.

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Where we work





Map of GSF activities around the world in 2022 © GSF

How we work



At GSF, we seek to ensure a holistic approach to enhancing access to reparations for survivors of conflict-related sexual violence across the globe. This is done through a combination of activities under our three core pillars of work: Act, Advocate, and Guide. We act by supporting our partners in setting up IRM projects aimed at providing survivors with interim reparative measures. These are intended to create a transformative impact on their lives and demonstrate to duty-bearers that meaningful reparation is achievable and affordable. We further advocate at local, regional, and international levels for duty-bearers to take urgent action to provide reparation to survivors of CRSV in a truly survivor-centred fashion and through a process of co-creation. We also guide duty-bearers and other actors, providing support and expertise where states or the international community decide to implement reparation programmes for survivors of CRSV. Wherever possible, we seek to combine activities under these three pillars to achieve greater transformative impact for survivors.

As an important tool to gather knowledge and lay the foundations for potential future work, we continue to invest in our Global Reparations Study (GRS). This global study on the status of and opportunities for reparations for survivors of CRSV around the world is carried out with a wide network of partners and survivors. It is designed to allow for an in-depth dialogue with survivors, to gather their views and perceptions about reparations in order to better understand their needs and identify their expectations and recommendations around reparations.

The GRS is destined to become a global source of information on the real state of reparations for CRSV around the world, and provides us with an extensive knowledge base on which we rely to make our programmatic decisions.

PARTNERS IN TIMOR-LESTE AND NEPAL: FROM THE GLOBAL REPARATIONS STUDY TO PROGRAMMES

The first work GSF initiates is to partner with solid local organisations in conducting the Global Reparations Study. When the completion of a country reparations study leads to the development of an Interim Reparative Measures' project (IRM), we are happy to pursue the same partnerships into a new phase. This is what happened in Timor-Leste and Nepal.

In Timor-Leste, we partnered with Asia Justice and Rights (AJAR) and Assosiasaun Chega! Ba Ita (ACbit) to conduct the study. Building on their long experience using innovative grassroots tools, AJAR and ACbit facilitated a participatory action research process for the study that led to the establishment of a survivor group in October 2022.

Called Klibur Pirilampu, this group is a newly formed nationwide association of women survivors of sexual violence and their children. It aims to empower survivors of sexual violence and their families in their struggle for truth, justice, and reparations. Klibur Pirilampu will play a key role in providing peer support and outreach to fellow survivors in the IRM project

currently being developed by GSF, ACbit, and AJAR. For more information, visit: <https://asia-ajar.org> and <https://chegabaita.org>.

In Nepal, the impressive work of our partner Nagarik Aawaz (NA) deserves equal recognition. Established at the height of the conflict in Nepal in 2001, this women-led peace building organisation aims to provide safe spaces and a safety net of support to conflict-affected women and youth.

Through story circles where participants can air their grief and trauma, NA helps them to become peace facilitators on conflict transformation and peacebuilding. When looking for a partner for the GRS in Nepal, with their experience in engaging with women survivors, NA was a natural choice for GSF and our partner, The International Center for Transitional Justice (ICTJ).

Based on the study findings and recommendations, we are now jointly developing plans for an IRM project, for which NA's proven capacity to create safe spaces and meaningful processes for survivors will be key. For more information, visit: <https://nagarikaawaz.org.np/>.

Co-creation

One of the founding principles of GSF consists in a survivor-centred approach to all three pillars of our work. This means that we place survivors at the centre of our work to give effect to their right to reparation and to prioritise their needs and wishes, ensuring that they are treated with dignity and respect. In following a survivor-centred approach, we seek to go further by ensuring not only that survivors' interests are at the heart of everything we do, but also by ensuring that survivors, as rights-holders, have an effective influence on decision-making and play an active role in conceptualising, designing, implementing, monitoring, and evaluating each of our Act, Advocate, and Guide activities. This is what we call co-creation.

To achieve this, each workstream is designed with local partners and survivors to ensure that survivors are always at the centre of the decision-making

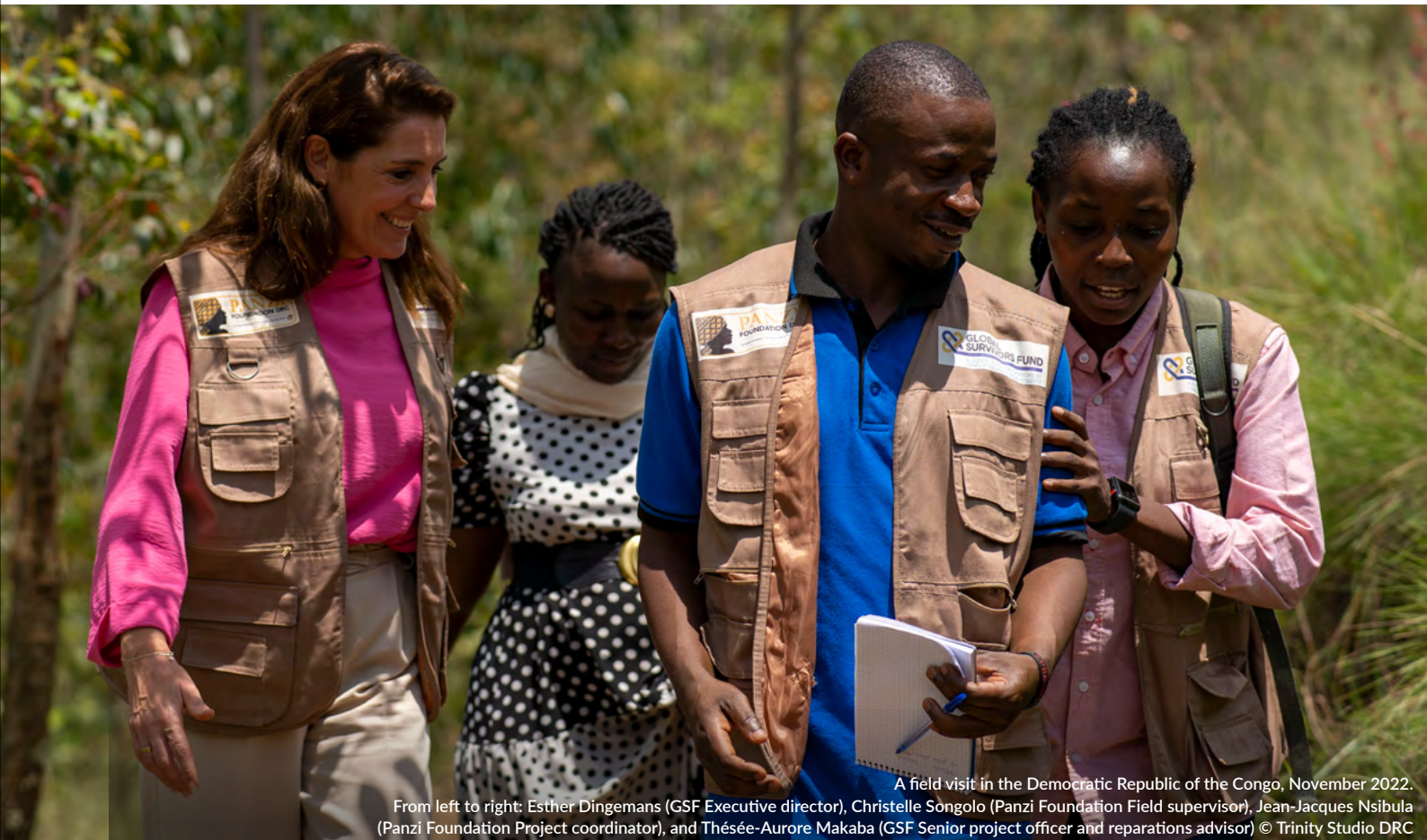
process. This approach is premised on the belief that procedural and substantive aspects of reparation are intrinsically linked, and only survivors can truly know what they need and want and how they wish to go about claiming their right to reparation. The process of seeking, claiming, and defining reparation is in and of itself part of the process of repair and of recognition of survivors as rights-holders. Together with our partners, we facilitate this by taking every opportunity to create spaces for survivors to own their processes, and to ensure that these are reparative and inclusive.

Co-creation can include the use of a range of participatory and often creative techniques, active listening, and technical guidance and exchanges on concepts related to reparation that allow survivors to formulate, define modalities, and advocate for their priorities in relation to their rights.



The input of all affected, around the same table, looking for solutions together – that is co-creating. It's an upgrade from a survivor-centred approach, it goes beyond mere inclusion to envisioning and building together.

- Jacqueline Mutere, Founder and Director of Grace Agenda, speaker at the GSF UNGA side-event



A field visit in the Democratic Republic of the Congo, November 2022. From left to right: Esther Dingemans (GSF Executive director), Christelle Songolo (Panzi Foundation Field supervisor), Jean-Jacques Nsibula (Panzi Foundation Project coordinator), and Thésée-Aurore Makaba (GSF Senior project officer and reparations advisor) © Trinity Studio DRC

Co-creation at every stage of every Interim Reparative Measures (IRM) project

Co-creation is a fundamental element of every component within each IRM project. From the very first interactions with project partners, to the end of the project, survivors are among the project stakeholders and are actively involved in all decision-making.

In Nigeria, for example, during the IRM project scoping phase, we worked with the Centre for Girls Education (CGE) and the Youth Initiative Against Terrorism (YIAT) to engage with survivors of Boko Haram in understanding the context, designing an IRM project, but also to collect their perspectives on interim and context-specific reparative measures. Survivors have prioritised education and employment assistance as their primary interim reparative needs. This process of co-creation not only served to ensure that we built the project in a truly survivor-centred way, but also provided essential insights into the needs of child survivors, and education as a form of reparation.

In South Sudan, Timor-Leste, and Nepal, workshops were held with survivors and partner organisations (Active Youth Agency (AYA), Centre for Inclusive Governance, Peace and Justice (CIGPJ), Crown the Women (CREW), Rights for Peace (RfP), and Steward Women in South Sudan; NA in Nepal; Kdei Karuna Organisation in Cambodia; and AJAR and ACbit in Timor-Leste) to start framing IRM projects.

The IRM project in Türkiye with Syrian survivors kicked off in July, again with co-creation at the centre of the work. We teamed up with the Association of Detainees and the Missing in Sednaya Prison (ADMSP), a survivor-led organisation working to expose the fate of the missing and forcibly disappeared people in

the infamous Sednaya Prison, and in Syria in general. Integrating survivor perspectives has already allowed for the identification of 432 participants in the project in a survivor-centred and culturally appropriate manner. We also partnered with the Centre for Victims of Torture (CVT) to provide survivors with adequate psychological interim reparative measures and care throughout the project.

Project preparation is also well under way in CAR, where we partner with the Mukwege Foundation and the Association des Femmes Juristes de Centrafrique (AFJC) and worked with survivors to finalise the implementation plan.

The past year also saw progress on the delivery of collective IRM with the building of a survivors' centre in Guinea. This centre offers a safe space for survivors targeted in the project, and survivors of gender-based violence more generally. Survivors are part of the centre's governance and play a key role in its management going forward. The inauguration of the centre is scheduled for 2023.

Similarly, the construction of four centres also started on project sites in the DRC. Survivors participating in the project co-created the design and roll-out plan for these centres.

With the aim to further embed and promote the model of co-creation, in 2022 we developed an IRM toolkit, which will be launched in 2023. Designed to support the design and implementation of GSF projects, the toolkit will also provide a knowledge base for any other parties wishing to carry out survivor-centred reparative measures projects through a process of co-creation.





Involving the survivors as co-creators of this project was very important because they are the ones who know the extent of their pain, and above all what it would take to soothe the impact of this pain, which will remain alive and unforgettable for almost all of these women until justice is obtained, or even beyond.

- Aboubacar SYLLA, Organisation Guinéenne de Défense des Droits de l'Homme et du Citoyen (OGDH), partner organisation in Guinea

INTERIM REPARATIVE MEASURES (IRM)

Acknowledging that state-awarded reparation remains theoretical for the vast majority of survivors, GSF supports the implementation of interim reparative measures (IRM) with local partners through specific projects. As the need for reparative measures is urgent, IRM are intended to acknowledge the harm done to survivors and to provide rehabilitation, compensation, and some form of satisfaction allowing survivors to rebuild their lives and avoid some of the irreparable harm associated with the lack of timely reparation.

The design of these projects, and the specific measures, starts with the question: what does repair mean to survivors in a specific context? Or in other words: what is needed to bring them back as close as possible to the person they were before the violence? Though the answer to this question varies, in most GSF projects survivors receive significant financial compensation, livelihood support, education grants, support to set up businesses, financial management training, psychological support, and access to medical care.

Initial impact assessments demonstrate these all-round measures have the potential to significantly transform survivors' lives, in dignity, through a process that is in itself reparative.

IRM are currently being implemented or set up with our partners in Guinea, Iraq, DRC, CAR, Türkiye (for Syrian survivors), Nigeria, South Sudan, Timor-Leste, Nepal, and laying the foundation for a project in Cambodia.

Between 2020 and 2022, GSF reached 2,250 individual survivors with full interim reparative measure packages, but through them the lives of thousands of children, relatives and other community members have also been positively impacted. GSF is currently working on scaling up the IRM work to reach a higher number of survivors while maintaining our survivor-centred and co-creation approach.

Proposing a model of co-creation on the global stage



The GSF side-event to the 77th session of the UN General Assembly, New York, September 22nd 2022 © Marie Perrault / GSF

In 2022, GSF started reshaping the classical approach to survivors' participation by moving from consultations to the concept of co-creation, formally introduced by survivors in the Kinshasa Declaration on the Rights to Reparation and Co-creation of Survivors and Victims of Conflict-Related Sexual and Gender-Based Violence (see below).

Responding to survivors' vision on what meaningful participation entails, GSF organised a high-level side event during the 77th session of the UN General Assembly (UNGA) in September in New York. Titled 'Co-Creating Reparations with Survivors of Conflict-Related Sexual Violence: Lessons Learned and Emerging Best Practice', the event was co-sponsored by Canada, France, Japan, The Republic of Korea, Ukraine, the United Kingdom, and the United States, as well as the UN Office of the Special Representative of the Secretary General on Sexual Violence in Conflict (OSRSG-SVC) and hosted by the Canadian Permanent Mission to the United Nations.

The event focused on sharing lessons from the co-creation model developed in our IRM project and highlighting the need to co-create CRSV reparation

projects together with survivors, and the involvement of state actors, NGOs, and civil society organisations to ensure reparations have a life-changing impact. Many exceptional speakers accepted our invitation to share their experiences. These included our own Board members Nadia Murad, Iryna Dovgan, Dr. Mukwege, Patricia Viseur Sellers, and high-level government representatives, including Canadian Minister of Foreign Affairs Mélanie Joly, Japanese Minister of Foreign Affairs Yoshimasa Hayashi, Republic of Korea Deputy Minister for Multilateral and Global Affairs Park Yongmin, French Minister of State for Development, Francophonie and International Partnerships Chrysoula Zacharopoulou, and UK Minister of State for the Middle East, South Asia and the United Nations, and Special Envoy for Preventing Sexual Violence in Conflict Lord Ahmad of Wimbledon.

The event, which put survivors' voices at the forefront, was a success and put the concept of co-creation on the map. It also led a number of states to request further collaboration and guidance on pursuing co-creation workstreams.

Co-created advocacy at local, regional, and international levels

Advocacy as a form of engagement can play a central role in reviving a sense of individual and collective agency among survivors and can therefore constitute a key element of repair.

We seek to frame all our advocacy initiatives in response to priorities identified by survivors through the GRS and our project work, as well as exchanges with survivor organisations and networks. We also ensure to involve survivors in the design and implementation of these activities, whether through our own advocacy work or through support for advocacy projects carried out by partners. The various public events that GSF has convened or has jointly organised with its partners have consistently engaged survivors in shaping the key messages and providing them a platform.

From Banjul to London, and the Hague to New York and Kampala, survivor activists have used these platforms to make their voices heard and place themselves at the forefront of national and global policy debates. For example, through the support of our partner, Rights for Peace, the South Sudan National Survivor Network convened a meeting with the United Nations Special Representative of the Secretary General on Sexual Violence in Conflict (SRSG-SVC) Pramila Patten, and the UN Commission on Human Rights in South Sudan (CHRSS), where survivors of conflict-related sexual violence conveyed their concerns and priorities. In CAR, GSF also facilitated access for survivor representatives to forums where they could share their priorities with state representatives and staff from the Truth, Justice, Reparation and Reconciliation Commission.

GSF's Global Reparations Study (GRS) is designed to be a critical advocacy tool that can be used by survivors themselves in advancing their rights. As the product of a multistakeholder collaboration involving the voices of survivors and local partners, it presents an authoritative document that frames their experiences and expectations and vision to realise their right to reparation. The launch of each GRS country reparations study is itself intended as an advocacy event designed with survivor inputs, where survivors play a central role in publicly articulating their experiences and their demands. Rather than having others present their experiences, these launches seek to provide survivors with a central voice in the policy sphere and to strengthen their links to key allies and policy makers.

Seven country reparations studies were launched in 2022 and survivors and the national organisations working with them in the respective countries (Bosnia and Herzegovina, Cambodia, Colombia, The Gambia, South Sudan, Uganda and Ukraine) spoke about their experiences and framed the discussions with local and international audiences about their priorities and recommendations for the way forward.

A further eight country reparations studies were completed (but not yet launched) in 2022: Nepal, Syria, Myanmar, Kenya, Sudan, Chad, Ivory Coast, and Timor-Leste. Three studies are ongoing, for DRC, CAR, and Burundi, and three studies were initiated – for Bangladesh, Sri Lanka, and Mali.

Survivors' work

Facilitating a Survivors' Declaration

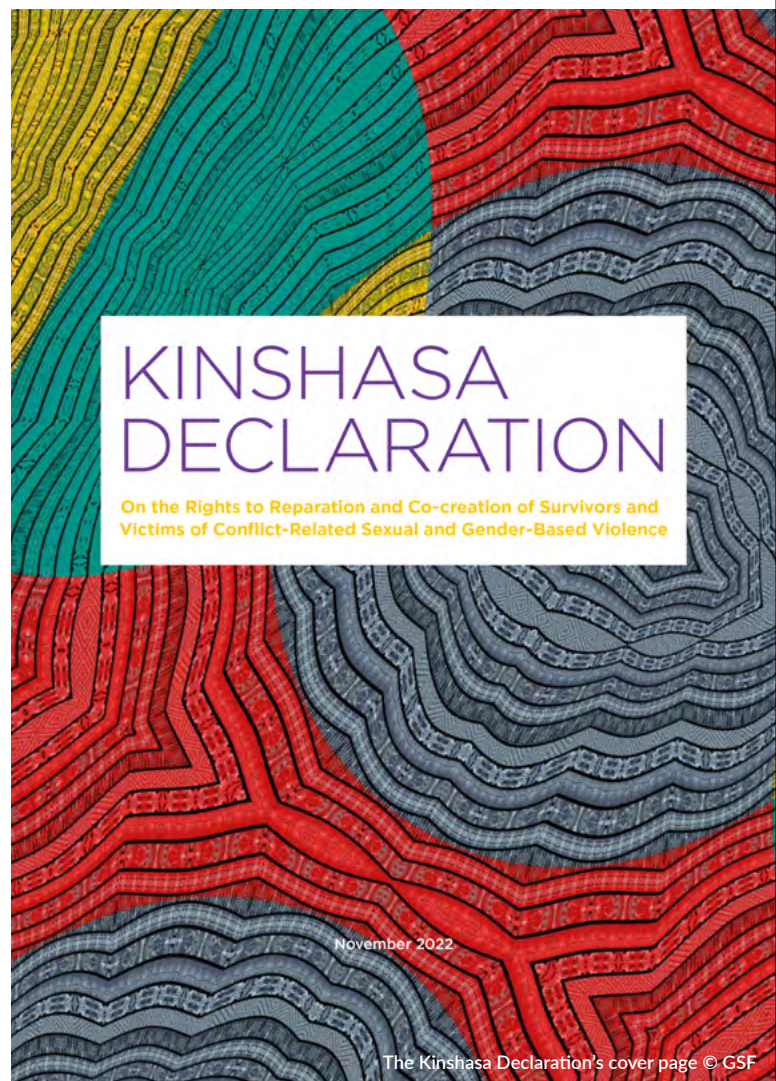
Following on from the Kinshasa Survivors' Hearing on Reparations held in the DRC in November 2021, in partnership with Conjugal Slavery in War (CSiW) - York University Canada, Solidarité Féminine pour la Paix et le Développement Intégral (SOFEPADI) in the DRC, civil society organisations and survivor networks from 12 African countries, we facilitated the drafting of the Kinshasa Declaration on the Rights to Reparation and Co-Creation of Survivors and Victims of Conflict-Related Sexual and Gender-Based Violence. This declaration, drafted by survivors, sets out their vision for all survivors and victims across the world, in all their diversities. It affirms their rights to reparation and co-creation of reparation programmes, institutions, policies, and strategies through meaningful participation in the design, implementation, monitoring, and evaluation of all reparation processes

The Kinshasa Declaration was launched at a side event of the African Commission on Human and People's Rights' 73rd session in Banjul in October 2022, co-hosted by GSF and REDRESS, and moderated and led by survivors who had participated in the declaration development process. The survivor-led format was successful and is now referred to with partners as the "Banjul model". During this event, commissioners, survivors, and other participants discussed the importance of effective reparation for survivors across Africa and the need to adopt a process of co-creation throughout the development and implementation of reparations programmes.

Supporting survivor networks

Co-creation speaks to equal partnerships with survivors in all of GSF's workstreams. To this end, we support survivors' own activities to enhance access to reparation as part of their associations and networks. In some countries this engagement has taken the form of supporting the emergence of an embryonic survivors' network (Sudan). In other countries, GSF and our partners facilitated access to state institutions and policy spaces where survivors' voices would not otherwise have been heard.

In the DRC, we supported the participation of the National Survivors Movement in the various exchanges around the IRM project and its lessons-learned. The Movement interacted with government representatives and the first Lady's Cabinet, aiming to influence the development of the national reparation policy for CRSV survivors. GSF also supported the direct participation of the Movement's Coordinator in



the discussions of the commission established to set up the National Fund for Reparation (FONAREV).

In CAR, GSF also supported the participation of the Coordinator of the Survivors Movement (MOSUCA) in the establishment and work of the Strategic Committee on Conflict-Related Sexual and Gender-Based Violence established by Mr. Faustin-Archange Touadéra, President of CAR.

We also seek to provide grants and direct support to survivor organisations – such as those involved in the development of the Kinshasa Declaration – to develop and implement their own national advocacy projects and strengthen their advocacy capacity and resources. This can include support for training, creation of links with relevant civil society actors, building links with state institutions, and for creating networks with other survivor organisations.

CO-CREATION WITH THE ASSOCIATION OF DETAINEES AND THE MISSING IN SEDNAYA PRISON (ADMSP)

Co-creating IRM Projects means that we work with partners who are close to and can truly understand what survivors are going through.

In Türkiye, we work with ADMSP, a survivors' association which was established in 2017 and seeks to uncover the truth and achieve justice for those detained in Syria for their political opinions or activities. As part of its mandate, ADMSP also seeks to expose the fate of the missing and forcibly disappeared persons in the infamous Sednaya Prison, and in Syria in general, and promotes recognition of the harm suffered by detainees.

With support from the Centre for Victims of Torture (CVT), ADMSP runs a family centre offering rehabilitation services focused on psychological health to survivors of torture, war, violence, or other human

rights violations and conflict-related crimes. The psychosocial support services are open to all Syrians over the age of 18 who suffer from symptoms due to war. The centre is unique in its methodology, focusing heavily on the concept of resilience. Following an initial assessment, the survivor is either referred to more specialised care, prescribed individual sessions, or takes part in group psychosocial support sessions. The main goal of the centre is to provide a safe space for victims of war to speak about their difficulties and trauma, improve post-traumatic stress disorder symptoms, build coping mechanisms, and improve their outlook on life to decrease anxiety and depression. Over the past two years, the family centre has supported hundreds of Syrians who suffered extreme circumstances during the war. For more information, visit: www.admsp.org

A place for survivors at every table

For decades, policy and practice discussions and workstreams around reparation for conflict-related sexual violence have taken place without survivors being present. Being committed to co-creation means doing everything possible to ensure that survivors have “a seat at the table” and can participate meaningfully in every key discussion about reparations, whether local, regional, or international level.

Throughout the year, we had the honour of being accompanied by our colleagues and survivor activists at various key moments, including at the side event at the 77th UNGA session in New-York entitled ‘Co-creating Reparations with Survivors of Conflict-Related Sexual Violence: Lessons Learned and Emerging Best Practice’, where Ryad Avlar, survivor activist and co-founder of ADMSP, shared his own harrowing experience of torture in detention in Syria for 21 years. He spoke to the importance of survivors being able to come together, of tailored reparations programmes, and of being heard as survivors as part of the healing process. Iryna Dovgan, a survivor activist from Ukraine and member of GSF’s board, also spoke of the additional trauma caused by silence and the failure of society to acknowledge what happened to survivors, and the need for reparation for victims to be able to return to life.

The session on the urgency of reparation held at the Preventing Sexual Violence in Conflict Initiative (PSVI) conference in London in November 2022 was facilitated by survivor activist Jacqueline Mutere, Founder and Director of Grace Agenda.

Jackline Nasiwa, prominent civil society representative and founder of the Centre for Inclusive Governance, Peace and Justice in South Sudan (CIGPJ), made the point that no-one can speak on behalf of survivors, and that it is our duty to ensure that they are supported in speaking for themselves. Ryad Avlar, mentioned above, shared his experience of co-creation in Türkiye when working with Syrian survivors. Survivors were also key speakers at every GRS launch.

Ensuring that the voice and insights of people who have lived through CRSV are heard in these fora is fundamental in making sure that policymakers begin to understand and take into account the actual needs and perspectives of survivors in developing reparation programmes. This involvement of survivors is starting to emerge as a new norm – rather than being an exception.



Jaqueline Mutere (Founder and Director of Grace Agenda) and Silvia Acan (Golden Women Vision Managing Director) speak at the 2022 PSVI conference in London, November 2022 © PSVI





Panelists of the session organised by GSF at the 2022 PSVI conference in London, November 2022. From left to right: Tatiana Mukanire (Head of the DRC National survivor movement), Grace Achan (GSF Board member), Iryna Dovgan (SEMA Ukraine national coordinator and GSF board member), Esperande Bigirimana (SEMA network), Angela Escobar (GSF Board member) and Jaqueline Mutere (Founder and director of Grace Agenda) @ PSVI

Impact

Ensuring that our work has the greatest possible transformative impact for survivors is a priority for GSF, whether through our projects, advocacy, or technical assistance. With that in mind, we have invested in our monitoring and evaluation capacity at project level and are beginning to see the growing impact of our advocacy efforts as well.

IRM impact evaluation methodology

In 2022, we continued to work with the Netherlands Institute for the Study of Crime and Law Enforcement (NSCR) as part of the longitudinal evaluations of the impact of IRM on survivors' lives, conducting a final measurement in the DRC as well as the baseline and interim measurements in Iraq.

Using a mixed method approach including photo-taking by survivors, group discussions, and a tested and validated questionnaire, the evaluation provides insights into survivors' individual wellbeing, family wellbeing, socio-economic status, community cohesion, stigma, and sense of recognition and justice. The evaluation also assesses survivors' active participation in the project.

Reflecting on previous findings from the project in Guinea, the final evaluation in the DRC showed a marked improvement in the lives of survivors following the implementation of interim reparative measures; the average score attributed by survivors in the DRC to their quality of life increased from 2.5 to 7.0 on a 0-10 scale.

Survivors felt physically and psychologically better, which made it easier for them to work, meet their basic needs, and invest in themselves and their families. As a result of the project, 85% of survivors surveyed in the DRC felt their sense of dignity had improved.

Survivors also felt that their social status within their families and communities had improved and reported a decrease in stigmatisation: the percentage of survivors surveyed in the DRC feeling gossiped about or excluded on a weekly basis decreased by 64 percentage points between the first and final measurement.

Survivors were overall satisfied both with their participation in the IRM process and with the outcomes. They reported receiving a great deal of recognition and a sense of justice throughout the project, demonstrating that the process was in and of itself reparative for survivors.

The innovative evaluation methodology developed and implemented by NSCR in the three pilot projects is now being systematically incorporated into all IRM projects moving forward.

An external evaluation of GSF's work carried out by the European Union found this combined qualitative and quantitative methodology to be tailor-made to the work, and seeking to focus on real outcomes over mere output. Furthermore, the methodology was found to be rigorous and constructed to ensure that the evaluation process is itself beneficial for participants, encouraging individual and collective reflection over the mere extraction of information.

Advocate and guide: Two sides of the same coin

Our work on the ground is leading us to rethink the operationalisation of our three-pillar model: Act, Advocate, and Guide. Although we still stand behind the presentation of these three pillars, we have realised that they are not always operationalised separately. Advocate and Guide often become part and parcel of the same work in practice; our technical support to governments cannot occur without ongoing lobbying and influencing through advocacy. The importance of this joint approach is demonstrated in our work in CAR and Ukraine.

In CAR, GSF has been laying the foundations for implementation of the IRM project and advising the national Truth, Justice, Reparation, and Reconciliation Commission on developing its reparation process, while advocating for the adoption of an innovative approach centred on survivors.

In Ukraine, we focused our efforts on advocacy and technical support to government actors, survivors, and civil society organisations. We signed a memorandum

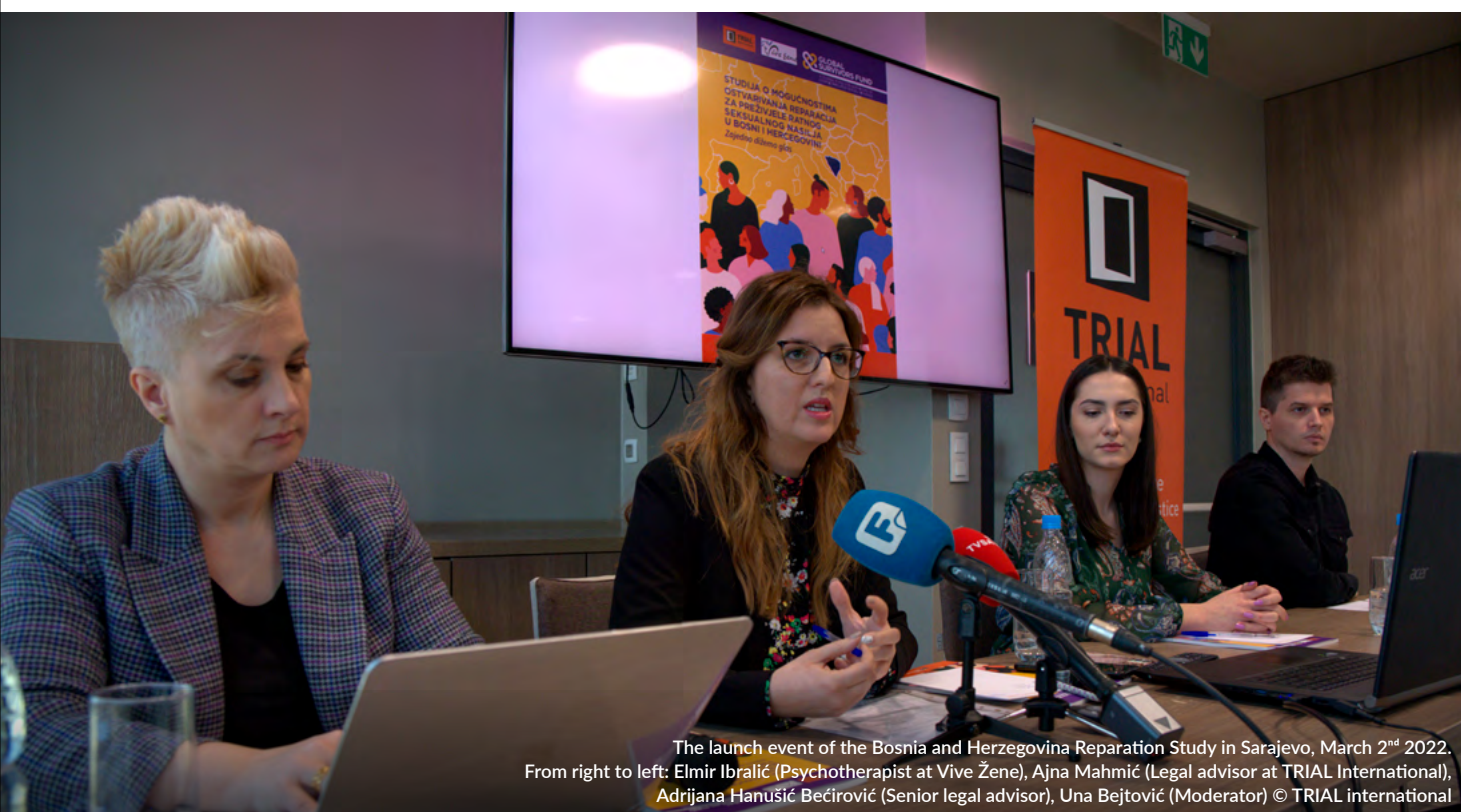
of understanding (MoU) with the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration and the Government Commissioner for Gender Equality Policy, aimed at supporting the set up and management of an Urgent Interim Reparation Programme. The programme aims at responding to immediate needs of CRSV survivors, and as such avoid irreparable harm as much as possible. This would be the first of its kind, as reparation often comes years, if not decades, after the violence happens. Such a programme could also lay the foundations for a comprehensive domestic reparation programme by, for example, putting in place a registry of victims.

We conducted multiple consultations with human rights organisations such as the Human Rights Centre ZMINA and the Ukrainian Women Lawyers Association 'JurFem', relevant civil society actors, including the Eastern-Ukrainian Centre for Civic Initiatives (EUCCI), and expert community in Ukraine.

Impact through advocacy

Continued work on the GRS provided multiple opportunities for strategic advocacy, and the launch of each country reparations study is prepared with survivors and our partners to maximise the visibility of core advocacy messages. The study for Bosnia and Herzegovina was launched in March in Sarajevo at an event organised by our partners TRIAL International

and Vive Žene. Also in March, the South Sudan study was launched during an online side-event to the 49th session of the Human Rights Council, which was sponsored by the Governments of France and Norway. A further panel discussion on the findings was organised in Juba in June to mark the International Day for the Elimination of Sexual Violence in Conflict.



The launch event of the Bosnia and Herzegovina Reparation Study in Sarajevo, March 2nd 2022. From right to left: Elmir Ibralić (Psychotherapist at Vive Žene), Ajna Mahmić (Legal advisor at TRIAL International), Adrijana Hanušić Bećirović (Senior legal advisor), Una Bejtović (Moderator) © TRIAL international



Cecilia Herrera, a survivor activist, proclaiming a poem of her authorship at the launch of the Colombia Reparation Study in May 2021. © Carlos Arias

In May, we launched the country reparations study for Colombia in Bogotá on the National Day for the Dignification of Victims of Sexual Violence and held a roundtable bringing together survivors, civil society organisations (including our partners on the data collection: Asociación de Mujeres Afrodescendientes del Norte del Cauca (ASOM), Caribe Afirmativo, GENFAMI, La Red Nacional de Mujeres), representatives of the transitional justice mechanisms created by the Final Peace Agreement, such as the Special Jurisdiction for Peace and the Truth Commission, and key institutions involved in the delivery of reparations, such as the Victims Unit and the Ministry of Health.

The launch of the Ukraine and Cambodia studies took place in July, the former at a hybrid side-event to the 50th session of the Human Rights Council and the latter online. For the Uganda study launch, GSF, The International Center for Transitional Justice (ICTJ) and Women Advocacy Network (WAN) organised two in-country events in October, and held a further international launch at a side-event to the 21st Session of the Assembly of States of the International Criminal Court in the Hague in December, where we also launched the Gambia study.

As the examples in Ukraine and CAR mentioned above demonstrate, there have been changes in policy discourses on reparations at different levels over the course of the year. Given this momentum, we are hopeful that the approach to reparation for survivors of CRSV will increasingly take a survivor-centred approach and adopt a methodology of co-creation, creating a paradigm shift within the field for maximal survivor benefit.

At a global level, with input from survivors and our partners, our team has further developed and formalised its advocacy strategy, identifying four focus areas: the need for recognition and urgent action, co-creation as a global standard, finance mobilisation, and children as rights-holders. These priorities will continue to guide GSF's advocacy priorities and related work in the coming years.



Kateryna Busol (Ukrainian lawyer, left) and Amal Nassar (right), co-authors of the Ukraine Reparation Study at the launch event in Geneva, July 2022 © Marie Perrault / GSF

Grant-making: working with partners

Achieving co-creation with survivors in each unique context is a delicate process which takes time. It is also a process that is in many ways unpredictable and cannot be scheduled into a rigid project and budget plan. We have therefore designed a partnership and project methodology that caters to this reality, building in flexibility to ensure quality outcomes for survivors. We adapt funding input, envisaged activities, and timeframes where required. This allows for a process that is built around survivors' healing journeys rather than expecting that such journeys conform to a predefined project plan.

Funding is given through flexible grant-making arrangements. 50% of GSF operational expenses (and more than 60% of its social mission costs) are delivered through partners, to whom GSF awards grants to implement projects as per the above methodology.

This co-creation methodology means partnering with organisations that may not have all the necessary administrative structures in place. We strongly believe in our localised approach as a value that emphasises the importance of recognising the agency, expertise, and knowledge of national actors. This value is rooted in the idea that these partner organisations are not just recipients, but active participants in the decision-making processes and in finding solutions to the challenges they face. We want to do this by providing adequate funding and resources to ensure that partners have the necessary infrastructure, equipment,

and staff; that compliance requirements are less strict, and recognising that budgets are not known in advance.

Partnerships must be built on mutual respect and trust, with all parties contributing their expertise and resources towards a common goal which creates a shared ownership. Therefore, before entering into contractual agreements with partners – including awarding of funds for implementation of Interim Reparative Measures as well as larger Advocacy and Guide projects – a due diligence process is conducted. The due diligence is more about identifying gaps on protection from sexual exploitation and abuse (PSEA), data protection, and financial management. The process has been tested and refined throughout 2022 and 16 potential partners were assessed. It allowed GSF to adjust the various steps of the due diligence process, to better assess the relevance and potential risks to our organisation when entering into a partnership, as well as identify the areas and appropriate ways to strengthen and support the partner, to ensure a mutual understanding of expectations and an efficient project implementation for both parties.

We want to build on partners' capacity so the process outlines our support/mentorship and what we can expect from partners; their contextual understanding, social dynamics, and political landscape – thereby allowing for a true co-creation of the project.



What I am most happy about is that normally we are invited only in the middle (of projects), but with this programme we are invited from the beginning until the end. I feel this is justice.

– Survivor of conflict-related sexual violence in Nepal

Funds awarded and disbursed (CHF)

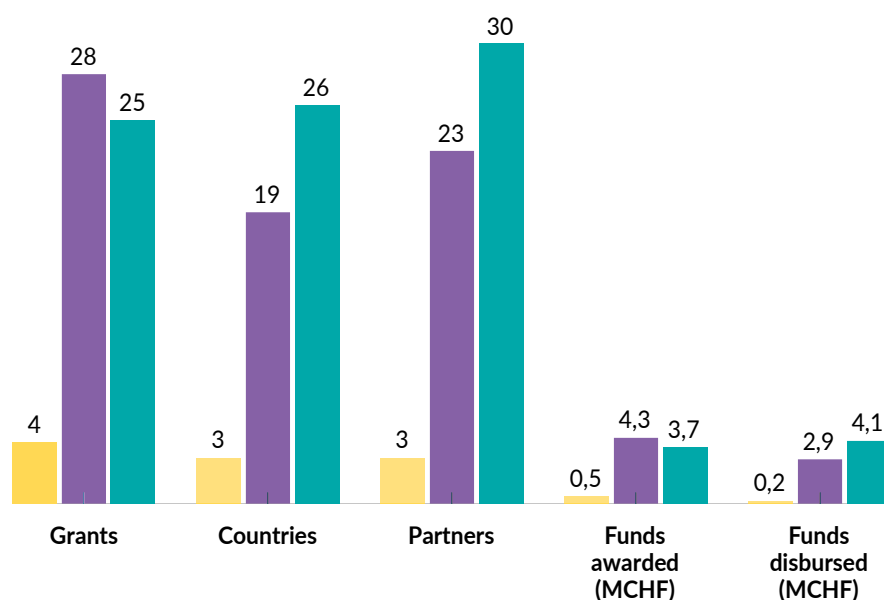
	Annual	Cumulated @ year-end	
	2022	2021	2022
AWARDED funds* (CHF)	3'698'015	4'824'023	8'522'037
Number of Grants	25	32	57
Number of Countries	26	19	26
Number of Partners	30	24	35
DISBURSED funds** (CHF)	4'080'734	3'078'836	7'159'570
Disbursed vs Awarded		64%	84%
Implementation through partners			
vs social mission	63%	61%	62%
vs total expenses	50%	49%	50%

* Awarded funds = grant budgets approved and embedded in signed partnerships agreements

** Disbursed funds = payments processed by GSF to its partners

Grants to partners

■ 2020 ■ 2021 ■ 2022



GSF awarded 25 new grants in 2022 (including 10 for the Global Reparations Study, 10 for Advocacy & Guide projects, and five for Interim Reparative Measures projects), bringing the total cumulated number since 2020 to 57 grants awarded to 35 different partners, and covering 26 countries of implementation.

The total cumulated amount directly awarded by GSF to its partners since its creation reached CHF 8.5 million at the end of 2022, out of which 84% was already disbursed. However, based on experience, GSF is now awarding separate grant budgets for each project phase, to allow better visibility and flexibility.

Once awarded through signing a partnership agreement, and based on a detailed grant budget, the funds are then disbursed to the partners in multiple

tranches, usually quarterly, based on progress reports and an expense forecast.

Mixed teams of senior programme coordinators (project-specific or regional) and regional finance coordinators were set up throughout the year 2022. They jointly monitor each partner in their portfolio and the progress of their project implementation. This is done through regular contacts and meetings, thorough review of periodic reports (both narrative and financial), visits to partners and project locations, and also providing advice, coaching, and capacity building when needed.

GSF really does not consider itself as a traditional donor, but rather as an expert, understanding, and flexible partner, who wants to ensure the success of the projects undertaken.

Organisational report

Human resources

We experienced significant growth in 2022, acquiring a wide breadth of talent and expertise within the team. By the end of the year, the GSF team counted 31 members, based in Switzerland and in various locations around the globe. We had the chance to benefit from the energy, enthusiasm, and expertise of 10 interns throughout the year, as well as the specialised services of 30 consultants, providing a range of consulting services from conducting due-diligence visits, working on GRS studies and reports, and organisational support.

As outlined in our strategic plan, we maintained and reinforced our ambition to recruit internationally, to stay close to our social mission, and expand GSF's presence in the regions and countries where we intervene. This was possible thanks to the collaboration with an international payroll company, as it allowed us to hire staff members in countries where GSF does not have its own national or regional office, like DRC, Vietnam, or South Africa.

Having outgrown our initial workspace, we moved to new offices in September, enabling us to come together in an office environment once again. In June,

the team came together for in-person team-building, reinforcing our sense of belonging to one GSF team.

In 2022, we held a range of dialogues around GSF's core values and a committee of volunteers was created to lead on this. Following a comprehensive consultation with all staff, four key values emerged as the main pillars we wish to build our organisation on: respect, integrity, accountability, and commitment. These core values were subsequently integrated in our human resources management and in the recruitment process for new hires.

Based on inputs from all colleagues in the first quarter of 2022, we drafted our first document outlining how we want to work together and what key principles we want to adopt to maintain a good, effective, and healthy work environment at GSF. 2023 will certainly be a year of consolidation, learning, and taking stock of the past experiences in the management and growth of our team.

We are extremely grateful to our staff for their valuable and recognised contributions to our social mission.



GSF team at the inauguration event in Geneva, April 2022 © Magali Girardin

Finance

INCOME

2022 saw an income generation of over 13 million Swiss francs (CHF), an exceptional 65% growth vs 2021. This funding came primarily (70%) from the four governments who are Board members of GSF: France, Japan, Republic of Korea, and the United Kingdom. The European Union also continued its support. In addition, during the last part of the year we received grants from new public donors, particularly from Belgium, Switzerland, and another branch of the French government (Centre de Crise et de Soutien (CDCS); two of those grants being directly related to Ukraine.

33% of the 2022 income was unrestricted, a reduced proportion vs the previous year (54% in 2021), as all the new grants received in the final quarter were restricted.

Our funding is therefore still almost exclusively from public sources (governments as part of their bilateral cooperation, and funding from multilateral institutions). Although GSF has not yet proactively raised any private donations, spontaneous contributions from individuals cumulated to slightly more than CHF 14,000, and this is an area that will be developed in the future years.

EXPENDITURE

With the continuation of the existing projects and launch of new projects and activities in 2022, GSF has continued its growth with a volume of operational expenses that has increased by 50%, reaching CHF 8.08 million in 2022 vs CHF 5.40 million in 2021. Activities were conducted in 24 different project countries across all continents.

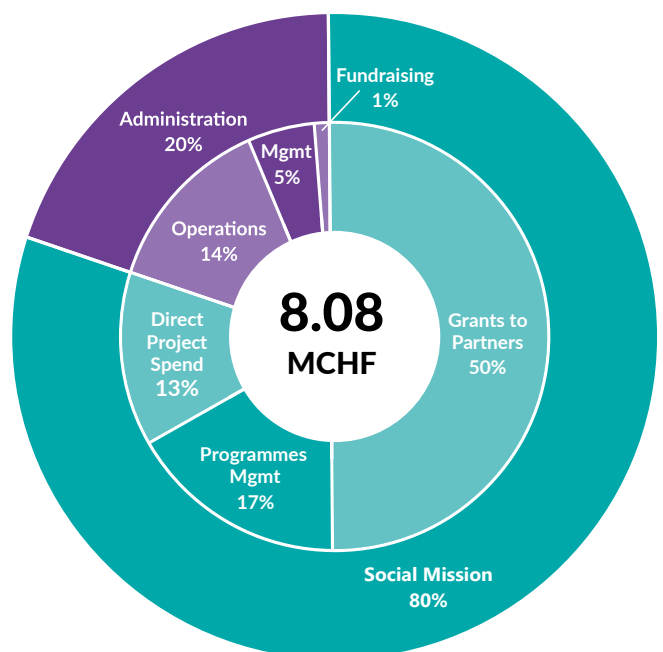
The costs directly related to our social mission represent 80% of the 2022 operational spend, and within that, disbursements to our partners alone account for 63% of the social mission (or 50% of our total operational spend), showing that grant-making is a key vehicle of our programme delivery.

PROGRAMME IMPLEMENTATION BY PILLAR AND REGION

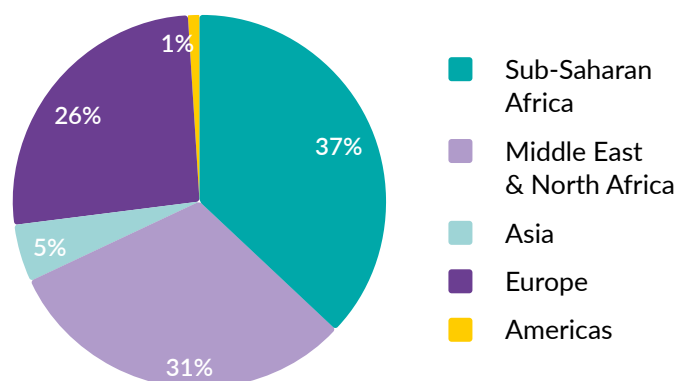
The breakdown of social mission spend between our three pillars in 2022 shows an expected higher level of spending for the Act pillar (50%) for the interim reparative measures projects, which include direct individual benefits to survivors. This is followed by the Advocate pillar at 25%, incurred for the Global Reparations Study but also numerous advocacy events at local, regional, and global levels; and then the Guide pillar at 25%, which is a significant increase, mostly due to the project in Ukraine.

In terms of geographic scope, the focus is still predominantly in Sub-Saharan Africa, which represents 37% (CHF 1.72 million) across 13 countries. The greatest spend was in the Democratic Republic of Congo (CHF 0.89 million), followed by Guinea, South Sudan, and Nigeria. 31% (CHF 1.45 million) was spent in the Middle East & North Africa (MENA) region, mostly in Iraq (CHF 1.1 million), and Turkey (for Syrian refugees). The novelty in 2022 is the start of new projects: in Europe, which represents 26% of our spend in 2022 (almost exclusively for Ukraine, at CHF 1.2 million), and in Asia, especially Timor-Leste.

Operational expenses



Spend breakdown by region (excluding large events)



FUNDS AND RESULT (CHF)

	TOTAL 2022	Restricted	Unrestricted
Opening balance	6 833 777	348 643	6 485 134
INCOME	13 324 787	8 939 364	4 385 423
EXPENSES	8 592 928	6 199 902	2 393 026
Closing balance	11 565 636	3 088 105	8 477 531

Given the high amount of new restricted contributions received in the last quarter of 2022 (including for Ukraine), which were for spending in 2023, the annual expenses in 2022 were lower than contributions.

When added to the remaining funds carried over from 2021 (CHF 6.8 million), GSF ended 2022 with a positive balance of almost CHF 11.6 million at year-end, to be carried over to 2023.

SUMMARY 2022 ANNUAL ACCOUNTS (CHF)

Opening Funds	6 833 777
Board Members Governments	9 362 305
Other Governments & Public institutions	3 236 215
Multilateral donors	712 076
Private individual donors	14 191
TOTAL INCOME	13 324 787
Staff Costs	2 502 164
Third-party service providers	754 839
Travel costs	382 029
Grants to partners	4 080 734
Office running costs	88 395
Events & communications	209 166
Other expenses	575 601
TOTAL EXPENSES	8 592 928
Closing Funds	11 565 636

Opening Funds	6 833 777
France*	2 612 062
Japan*	2 089 080
Republic of Korea*	2 282 152
UK*	2 379 011
Belgium	986 179
France (CDCS)	1 965 036
Switzerland (CDCS)	285 000
European Union	712 076
Individuals & Other	14 191
TOTAL INCOME	13 324 787
CORE	1 582 655
ACT	3 234 935
ADVOCATE	1 607 096
GUIDE	1 656 219
TOTAL OPERATIONAL EXPENSES	8 080 905
Financial results	512 023
TOTAL EXPENSES	8 592 928
Closing Funds	11 565 636

* Government members of the GSF board

For more detail, please refer to the separate 2022 Annual Financial Report available on www.globalsurvivorsfund.org.

Communications

Throughout 2022, GSF's Communications team supported the Programmes teams in developing the organisation's position as a strong voice with and for survivors, ensuring greater visibility and a more nuanced and comprehensive understanding of our organisation and its mandate.

EVENTS

As the world continued to open up post-pandemic, we saw a return to in-person or hybrid events. GSF participated in 65 different events, bringing the topic of reparations to a panoply of events relating to CRSV throughout the year, co-sponsoring or partnering with others to host 35 events.

We also held the formal inauguration of GSF in Geneva, in the presence of our Board members, at an event held at the Diplomatic Club of Geneva, where we presented our work to over 80 guests from the international community and civil society organisations. We were honoured to hear from Dr. Denis Mukwege and Nadia Murad about their vision and aspirations for GSF.

PUBLICATIONS AND AUDIO-VISUAL MATERIAL

The communications team supported the publication of seven country reparations studies as part of the Global Reparations Study (see above), commissioned eight country briefings and three thematic reports.

In addition, we produced 12 videos to be used for various communication and advocacy purposes. In all our use of media, participants are fully informed about the potential use of these materials, as well as of their rights in respect of the personal information that they choose to put forward.

REINFORCING OUR ONLINE PRESENCE AND VISIBILITY

Since the launch of the website in 2021, we have worked to increase its visibility and traffic, reaching over 150,000 views over the course of the year, which constituted a 1,094% increase from 2021.

This significant increase has led to reflection on how the site can be further modified to remain fit for purpose and make the most of this augmented visibility. The geographic diversity of visits to our website was also notable, and we were happy to see an increase in access from countries where we are present and active.

We also continued to engage actively on social media throughout the year, notably increasing our Twitter following by more than 50% and seeing a marked growth in active engagement with our posts throughout the year.





In Sinjar, many fellow Yazidi survivors stress how difficult it is to access compensation and other forms of reparations, like medical care or psychological support – measures that are vital in helping to rebuild their lives and communities. The Global Survivors Fund is a changemaker for survivors, in Iraq and everywhere. It works side-by-side with survivors and local organisations to bridge gaps so that survivors can access the reparations they rightly deserve.

– Nadia Murad

We've been working since our inception to show the world that reparations are possible and affordable for all. I often witness how survivors' calls for reparations are met with indifference. Inaction is a choice – one that sides with injustice. The Fund chooses to act with and for survivors. It recognises survivors' dignity, helps to transform their lives and heals their communities today – taking a leap closer to ending sexual violence as a weapon of war tomorrow.

– Dr. Denis Mukwege

Data protection

In an ever more digitalised world, the ethical management of people's personal information is a necessity for any organisation which holds itself accountable against a high ethical standard. Throughout 2022, we continued to gain a better understanding of the concepts of privacy and data protection, and their inherent importance as a component of any survivor-centred approach.

We continued to build our data protection framework and conducted an ongoing training programme for all our staff to develop awareness and understanding of

why and how to implement data protection measures at every level of the organisation.

Taking a risk-based approach to our privacy programme development, we focused heavily on the collection, use, and storage of survivors' personal data. As part of the Act pillar, this involved embedding data protection concepts and tools into the IRM project methodology to build privacy by design into our project setup, with the ambition of mitigating risks related to the processing of survivor data from the beginning.

2022 saw our first data protection mission to Bangui, where we provided training to partners on data protection concepts and application. We also engaged in discussions with survivors to better understand their perspectives on the treatment of their personal information, with a view to integrating such perspectives into our data management practices

going forward. This visit led to a more granular understanding of just how important this topic is to any survivor-centred approach, including key data protection principles and ensuring the agency of survivors in determining how their personal information is treated.

Governance

GSF's Board is composed of a group of diverse stakeholders including government and civil society representatives, reparations experts, and survivors of conflict-related sexual violence. It oversees the strategy, policy guidance, accountability and oversight of GSF's work. The Board currently has 16 members, with Dr. Denis Mukwege as Chair of the Board, and Norbert Wühler elected as Co-Chair by the Board in December. In 2022, two in-person Board meetings

were held, and one online. We combined the March Board meeting with the public inauguration event of the Fund in Geneva as this was the first opportunity to do so following the COVID-19 pandemic.

Our Board members form a powerful voice in support of our mission. They have engaged in numerous events around the world, including the high-level side meeting during the UNGA on 22 September in New York.

Looking forward

2023 will be a year of reflection with a wide variety of stakeholders, taking stock of lessons learned, consolidating work and planning for the new strategic period to come. Reflecting on our project work and organisational setup has brought to the front certain key themes that are sure to be important as we look ahead.

One of these areas is the financing of reparations for survivors of CRSV, especially given the opportunities that arise through the repurposing of confiscated assets. As one of the key areas of our advocacy strategy, we will be seeking to influence the international community and specific states to recognise that those individuals responsible for violations have a role to play in financing reparation for conflict-related sexual violence and other survivors through the repurposing of seized assets, and to galvanise relevant stakeholders to take action in this respect.

Another key focus of our work is the urgency in providing reparation to survivors of CRSV. Reparation needs to occur as soon as possible, even if a conflict is protracted. Because of this, it will be important to continue to reflect on the way reparations (state-led) and interim reparative measures (civil-society led) interact with and differ from the provision of humanitarian assistance. We believe this is an important topic to discuss, for example in a context like Ukraine. Understanding what reparation can look like at an early intervention stage will help to clarify how and why emergency measures can and should be reparative, recognising survivors as rights-holders entitled to redress for the harm they have suffered. This also ties into reflections on how GSF operates in ongoing and protracted conflict situations.

In 2023 we will be taking a close look at the operationalisation of our work under our three core pillars of Act, Advocate, and Guide. Advocacy activities and technical assistance to governments on reparations (Guide) are very interlinked, and in many situations cannot be separated. We will be looking at our operational setup to more effectively link these two pillars in practice. We will also be looking at how we can scale up our work, and how we can reach higher numbers of survivors while maintaining the quality of the work – based on lessons learned, the tools we have developed, and reviewing our existing models.

Alongside this, we will begin to implement a new policy that reflects our vision on how we work with partners, by clarifying the two-way character of the partnership. This includes continued dialogue on how we can best support partners, helping to build capacity in certain areas, but also what we can learn from them, especially given their community-based approaches and close connections with survivors.

All of these questions will be considered as we take stock of the lessons learned from our Strategic Plan 2020-2023, gathering insights from our pilot projects, and building on these to develop the new strategic plan for 2024-2030. We aim for this to be a bottom-up process involving all relevant stakeholders, including survivors, partners, donors, GSF staff, Board members and external experts. In particular, we want to gain feedback from survivors and partners on what went well with past and ongoing projects, and what we could be doing differently, alongside the review of our organisational setup.

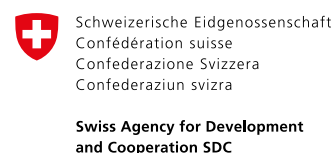
Donors and partners

None of what we do would be possible without the immense support of our donors, partners, and supporters, to whom we express our deepest gratitude for enabling us to continue on our mission to enhance access to reparations for survivors of conflict-related sexual violence everywhere.

IMPLEMENTING PARTNERS

Active Youth Agency (AYA), Aiding Disadvantaged and Traumatized Women and Girls Association (ADWANGA), Asia for Justice and Rights (AJAR), Association of the Detainees and the Missing in Sednaya Prison (ADMSP), Association des Femmes Juristes de Centrafrique (AFJC), Association des Juristes Maliennes (AJM), Association des Victimes, Parents et Amis du 28 Septembre 2009 (AVIPA), Association Tchadienne pour la Promotion et la Défense des Droits de l'Homme (ATPDH), Asociación de Mujeres Afrodescendientes del Norte del Cauca (ASOM), Asosiasaun Chega! ai ta (Acbit), Avocats Sans Frontières Canada (ASFC), Bangladesh Legal Aid and Services Trust (BLAST), Blue Bird, Caribe Afirmativo, Casa Diversa, Ave Fénix, Center for Victims of Torture (CVT), Centre for Girls Education (CGE), Centre for Inclusive Governance, Peace and Justice (CIGPJ), Civil Society Organisation Network (CSO Network), Confédération des Organisations de Victimes de la Crise Ivoirienne (COVICI), Conflict Victim Women National Network (CVWN), Dr. Denis Mukwege Foundation, Dejusticia, Development Research and Projects Center (dRPC), Dialogue and Research Institute (DRI), Eastern Ukrainian Center for Civic Initiatives (EUCCI), Femmes Droit et Développement en Afrique (WILDAF), Fondation Panzi, Fundación para el Desarrollo en Género y Familia (GENFAMI), Gender Platform for Transitional Justice (GPTJ), Grace Agenda, Grassroot Research Association, Groupe de Recherche, d'Etude, de Formation Femme-Action (GREFFA), International Center for Transitional Justice (ICTJ), International Truth and Justice Project (ITJP), Jesuit Worldwide Learning, Justice Centre Iraq, Kdei Karuna, La Liga Internacional de Mujeres por la Paz y la Libertad (LIMPAL), Light For All, Mission East, Mouvement National des Survivant.es de Violences Sexuelles, Mouvement des Survivantes de Violences Sexuelles en Centrafrique (MOSUCA), Nadia's Initiative, Nagarik Aawaz, Naripokkho, National Survivors' Movement, The Netherlands Institute for the Study of Crime and Law Enforcement (NSCR), Organisation Guinéenne de défense des droits de l'homme et du citoyen (OGDH), Plateforme des Associations de Victimes (AVCM-PCA), Red de Mujeres Víctimas y Profesionales, REDRESS, Refugee Law Project (RLP), Remembering the Ones We Lost (ROWL), Rights for Peace, Solidarité pour l'Epanouissement des Veuves et des Orphelins visant le Travail et l'Auto Promotion (SEVOTA), Solidarité Féminine pour la Paix et le Développement Intégral (SOFEPADI), Steward Women (STW), TRIAL International, Truth Hounds, Vive Žene, Women's Association for Victim Empowerment (WAVE), Women Advocacy Network (WAN), Women's Forum, Women Now for Development (WND), Women in Law and Development in Africa (WILDAF), and Youth Initiative Against Terrorism (YIAT).

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