

STRATEGIC PLAN 2024-2030



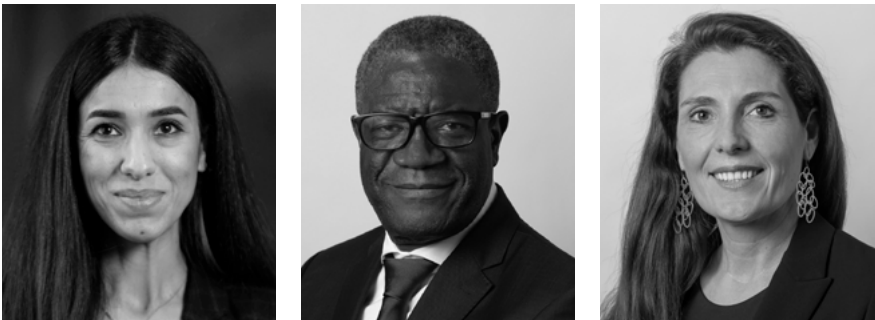
TURNING REPARATION INTO REALITY FOR AND WITH SURVIVORS

The Global Survivors Fund (GSF) was established in 2019 in response to an urgent call from survivors of conflict-related sexual violence: to make reparation a reality. Sexual violence is used systematically in war and conflict, causing long-lasting physical, psychological, and socio-economic harm. Survivors have long identified reparation as the means to rebuild their shattered lives and feel heard and recognised. This issue is crucial yet under-addressed; reparation remains a distant reality for most survivors.

Since GSF’s creation four years ago, we have set ourselves up to address this gap. Together with survivors and our partners, we have put reparation on the agenda of governments, civil society organisations, and the international community. Moreover, through rigorous impact monitoring of our pilot projects, implemented with our partners, we have started to demonstrate that reparation is feasible, affordable, and can be immensely transformative. Though the visible and invisible scars will always be there, survivors can become thrivers and even drivers of change. We have met survivors who had lost everything in their lives and who became prosperous members of their community, advocates for gender equality and peace, creating job opportunities for others. Although it is encouraging to see how our projects with community-based partners have delivered great impact for survivors, we have a long way to go in achieving our mission. Learning from our work to date, we have taken time to reflect on what GSF needs to look like over the coming years and what strategic areas we need to focus on to multiply our impact.

This roadmap is a testament to the collective wisdom of all those involved. We want to thank everyone who contributed, especially the survivors who actively participated in our projects and strategic review process. Their voices, resilience, and hopes have been the guiding stars in charting our course.

Nadia Murad, Dr Denis Mukwege and Esther Dingemans



From left to right: Nadia Murad (GSF Founder and Board Member), Dr Denis Mukwege (GSF Founder and Chair of the Board), and Esther Dingemans (GSF Executive Director), 2022
© Nadia’s Initiative and Magali Girardin

TABLE OF CONTENTS

04 Executive summary	21 Strategic priorities
08 Our vision, social mission, and ambition	31 Our programmes in the coming years
12 Theory of change	34 The set up needed for our success
14 Impact from 2021–2023	38 Creating the evidence-base, and sharing good practice and knowledge
18 Learning from 2021–2023	40 Closing remarks

Executive summary

The Global Survivors Fund (GSF) was established in 2019 to enhance access to reparation for survivors of conflict-related sexual violence around the globe, thus responding to a gap long identified by survivors. The United Nations Security Council also recognised this gap through Resolution 2467, which calls for Member States to establish a fund specifically for survivors of conflict-related sexual violence. GSF was set up with several firm principles around how we operate, with a localised, truly survivor-centred, and multi-stakeholder approach at heart.

Since its establishment we have worked alongside our project partners in providing interim reparative measures¹ to thousands of survivors of conflict-related sexual violence in numerous countries around the world. This is what we call our ACT pillar. In parallel, and drawing on the proof on concept from our project work, we have invested in advocacy and started supporting governments and key stakeholders in the development of reparation laws, policies, and practice. This is what we refer to as our ADVOCATE and GUIDE pillars.

In the coming period, we seek to extend this work to more contexts. We will adopt an integrated country approach, where the activities on the ground combine **ACT**, **ADVOCATE**, and **GUIDE** work. GSF's ethical compass, guided by our principles of co-creation, contextualised solutions, and multi-stakeholder approach, will continue to shape our action.

In the next strategic period, the Global Reparations Study will continue to play a key role in informing our country selection process, and the nature and levels of engagement in different contexts, demonstrating where and how GSF can have added value.

Through our work, and in consultation with a multitude of stakeholders, including survivors, project partners, our Technical Advisory Panel members, and our Board, we have identified key learning to inform our strategic direction going forward: co-creation at the core, scaling up interim reparative measures, innovative financing of reparations and children as rights-holders.

Our social mission is strategically intertwined with the way we organise our operations; we aim to strengthen the ecosystem for reparation. In the coming years we will continue to combine grant making with accompaniment of our project partners. Flexible financing to our project partners, and from our donors, will remain a priority as it is imperative for a true process of co-creation. We will step up our support to and knowledge exchange with our community-based partners, focusing on key areas such as co-creation, data protection, financial management, and safeguarding. We will expand our team moderately over the coming years, hiring staff close to our social mission, where our project partners and survivors are.

In advancing the realisation of reparation, we recognise the pivotal role of demonstrating impact. We will continue to invest in the evidence base, creating and sharing knowledge and good practice.

Our ambition for the coming years is high; by the end of 2030 we envision that tens of thousands of survivors of conflict-related sexual violence will have access to reparation or interim reparative measures.

¹ See textbox on p 15

1

CO-CREATION AT THE CORE

Our project work is designed and implemented with survivors, from beginning to end. This process of co-creation is reparative in and of itself for survivors. Moreover, programming is more efficient when guided by the voices of survivors as it responds to their realities and priorities. Going forward, we aim for full participation of survivors in all our ACT, ADVOCATE and GUIDE work.

2

SCALING UP INTERIM REPARATIVE MEASURES

The call from survivors remains urgent and our data, collected by an external research partner, shows that the impact of interim reparative measures is immense – for survivors and through the ripple effect on loved ones and community members. We will explore implementation models that will allow us to reach significantly more survivors with less resources, while maintaining the co-creation model.

3

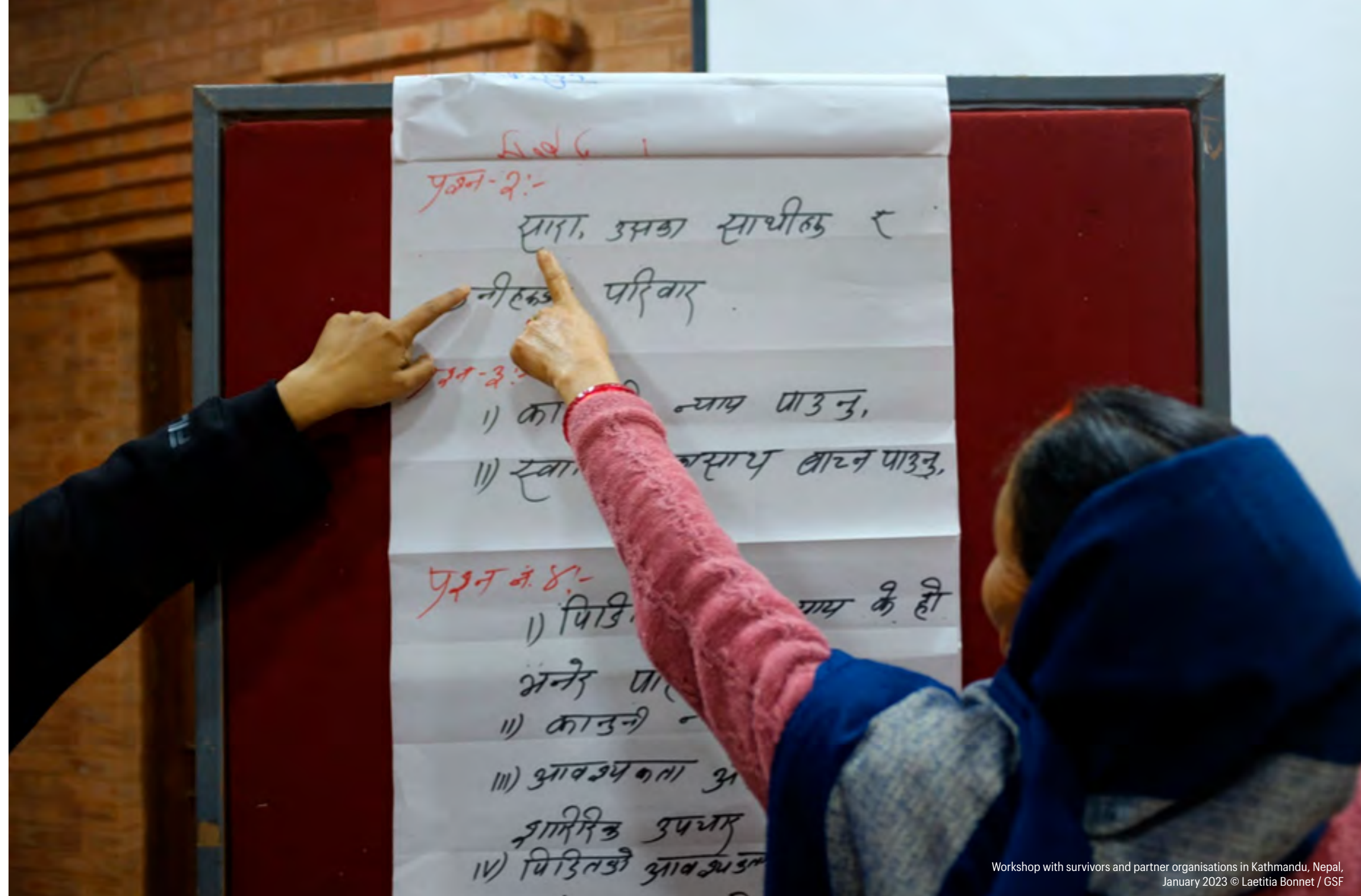
INNOVATIVE FINANCING OF REPARATIONS

Methods of financing reparations are untapped and not prioritised, despite the massive effect that diversifying could have on making reparation a reality. In addition to traditional financing models, GSF will explore and advocate for innovative channels for funding reparation programmes, to support both government-led reparation programmes and GSF's interim reparative measures.

4

CHILDREN AS RIGHTS-HOLDERS

Many groups of survivors are hard to reach, and little is known about what forms of reparation work for them. Children affected by conflict-related sexual violence are one such group that we will prioritise, both in our programming and in our advocacy for state-led reparation policy and practice. Education as a form of reparation will be central to this work.



Workshop with survivors and partner organisations in Kathmandu, Nepal, January 2023 © Laetitia Bonnet / GSF

“

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.”

- A survivor from Nepal, during a workshop led by Nagarik Awaaz and GSF

Nagarik Awaaz is a peacebuilding organisation that with GSF's support is currently designing an Interim Reparative Measure project for and with 300 survivors of conflict-related sexual violence from the Nepal civil war that lasted from 1996 to 2006.

Our vision, social mission and ambition

Dr Denis Mukwege and Nadia Murad launched GSF in October 2019. This is the organisation's second Strategic Plan (the first Strategic Plan covered 2021-2023), presenting the main priorities for 2024-2030.

In choosing a seven-year strategic period, subject to review every two years, we are striving and planning for longer-term ambitions.

OUR VISION

All victims of conflict-related sexual violence feel acknowledged and respected, have the means to live a life in dignity, and trust that the crimes they have suffered will not be repeated.

OUR SOCIAL MISSION

To work with survivors of conflict-related sexual violence around the globe to enhance their access to reparation and ensure they have access to comprehensive reparative measures addressing their urgent needs in the meantime. We are dedicated to ensuring that reparation is pursued, designed, and implemented with survivors, that the measures are comprehensive, sustainably funded, inclusive of all age groups and genders, and that survivors of conflict-related sexual violence access them urgently.

OUR AMBITION

By the end of 2030, tens of thousands of survivors will see true transformation in their lives through access to interim reparative measures or domestic reparation programmes.

This is ambitious - but we firmly believe that by collaborating with others and by putting survivors first, the reach and impact can be immense.

The cause and impact of conflict-related sexual violence is larger than the individuals involved – it is a crime against entire communities, ethnic groups, and genders. Our commitment to reparation for survivors of conflict-related sexual violence is intricately linked to the broader processes of peace and development. As we approach 2030, we are actively contributing to achieving multiple Sustainable Development Goals (SDGs), particularly those addressing gender inequality, justice, and the eradication of gender-based violence and poverty.



NO POVERTY: Conflict-related sexual violence leaves large groups of people caught in a cycle of poverty and socio-economic exclusion. Reparation helps break that cycle and allows survivors to become economically independent, and – as we have seen in our projects – create livelihood opportunities for others.



GOOD HEALTH AND WELL-BEING: We prioritise the physical and psychological well-being of survivors, recognising that their recovery is essential to achieving this goal.



QUALITY EDUCATION: Education is a crucial aspect of our programming, especially in the lives of children affected by conflict-related sexual violence who often drop out of school and have difficulties reintegrating into the education system. Education tailored to their needs as a form of reparation will be a cornerstone of our work going forward.



GENDER EQUALITY: Our work has a strong focus on the agency and autonomy of women and girls of all ages. Our work demonstrates significant improvement of women's position in their communities and seeks to redress the gender imbalance underlying gender-based violence, including sexual violence, which is exacerbated during conflicts. That being said, men and boys are also survivors, and are included in all our projects.



REDUCED INEQUALITIES: We strive to lessen the inequalities faced by survivors and marginalised communities affected by conflict-related sexual violence. In some contexts, children may be the majority of survivors in a community – without urgent interim reparation, the inequalities they experience will compound into adulthood.

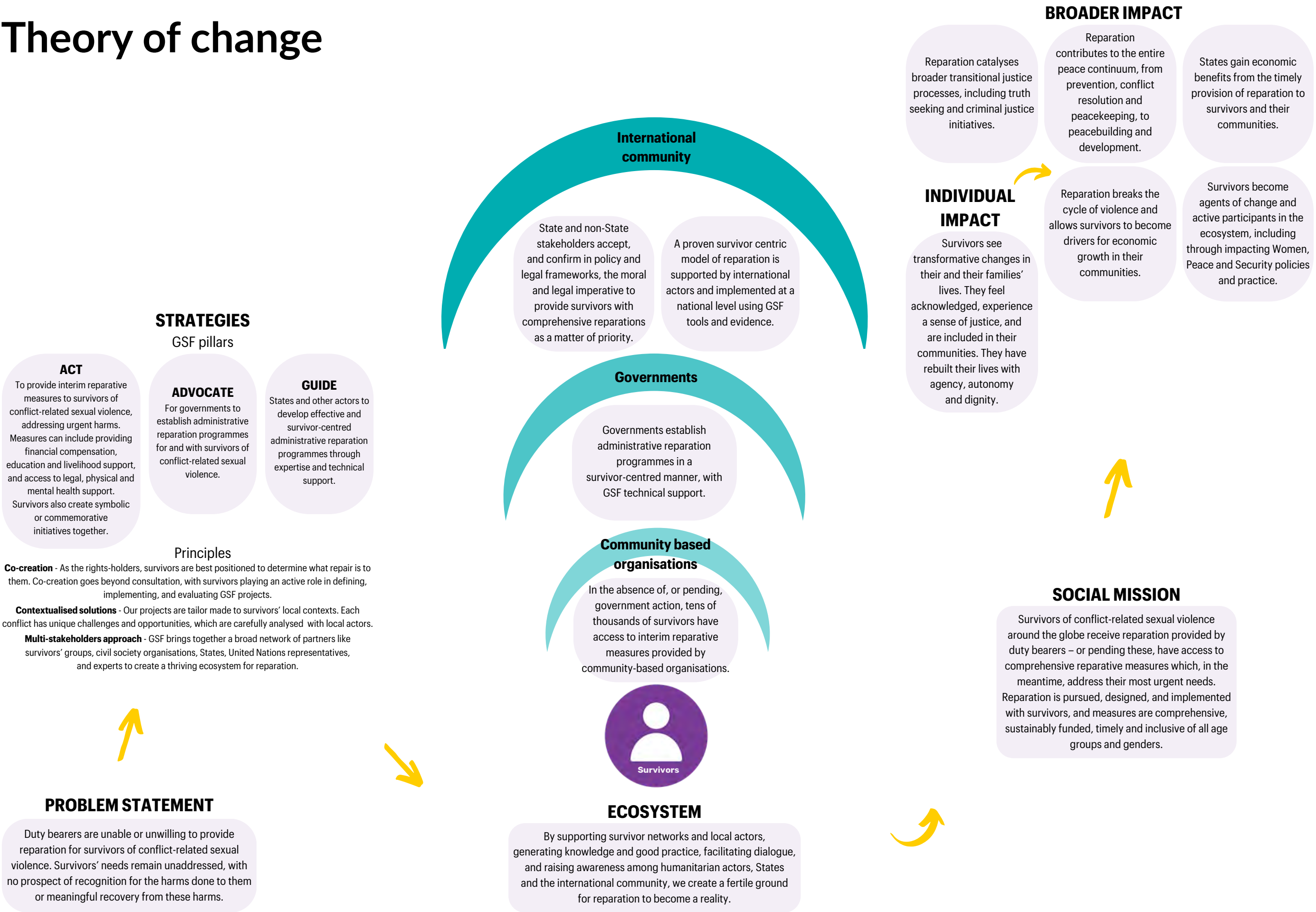


PEACE, JUSTICE, AND STRONG INSTITUTIONS: Reparation is a key component of transitional justice – and an unmissable foundation for peaceful and inclusive societies. In our work, we witness that survivors who have had access to reparative measures have more agency and ability to seek accountability and participate in political processes, supporting the larger processes of peacebuilding and reconciliation.



PARTNERSHIPS FOR THE GOALS: Collaborating with governments, community-based organisations, survivors, academics, and the private sector is central to our approach. Not only does this ensure more effective reparation programmes, but it also mobilises partnerships around the broader Women, Peace and Security Agenda.

Theory of change



Impact from 2021-2023

As we move forward into this new strategic period, we want to take a moment to reflect on the journey of the past four years, marked by partnerships with survivor networks, civil society organisations, and governments that have ignited change in diverse contexts.

GRANT MAKING AND ACCOMPANIMENT



44 organisations supported with nearly 14 million euros, in 25 countries. More than 70% of the funds were for multi-years grants providing interim reparative measures to survivors of conflict-related sexual violence.



In collaboration with 40 civil society organisations, Global Reparations Studies were initiated in 25 countries with 15 reports published.



According to our project partners, our key contributions were providing flexible and longer-term financing, providing accompaniment, and bringing forward a co-creation methodology.



We produced a toolkit with over 60 tools detailing the process of co-creating interim reparative measures.

We fund and support non-duty-bearers, such as civil society organisations, to provide **interim reparative measures**, in circumstances where States or other duty-bearers have yet to comply with their obligation to provide reparation to survivors. They do not substitute the obligations that States or other duty-bearers have to provide full reparation.

These measures can be both collective in nature, such as commemoration initiatives, and individual, such as financial compensation, livelihoods support, education grants, and access to medical and mental health care. Our work demonstrates that interim reparative measures have a ripple effect on survivors’ families and communities at large. For example, in the Democratic Republic of the Congo (DRC) more than 1,000 children of participants who were previously out-of-school, are now enrolled in school thanks to the positive changes in their caregivers’ lives.



IMPACTING SURVIVORS' LIVES

More than 3000 survivors have received or started receiving comprehensive interim reparative measures through our projects in Guinea, DRC, Iraq, and Türkiye (with survivors from Syria). In 2024 this number is expected to double, with projects having begun in South Sudan, Nigeria, and Timor Leste.

While the majority of participants are women, the percentage of male participants in our projects vary by context. For example, in DRC only three percent of participants were male, whereas in Türkiye over 70 percent are male.

Following the implementation of interim reparative measures projects with our partners, we have really seen survivors become changemakers in their communities, fostering economic prosperity through job creation and becoming drivers for change.

GSF's external research partner, the Netherlands Institute for the Study of Crime and Law Enforcement (NSCR), evaluated the impact of our pilot programmes on survivors' lives and reported a significant increase in psychological wellbeing, socio-economic status, sense of dignity, sense of justice, and community cohesion following the implementation of interim reparative measures. Survivors also reported a significantly decreased sense of stigma. For example, in Guinea and DRC, on a scale of 1 to 10, survivors' average quality of life ratings respectively improved from 2.6 to 7 and 3.5 to 6.8.



The individual interim reparative measures allowed us to recognise ourselves, to feel alive among others. We were able to run and grow our businesses, and those who saw us as losers saw us differently (...) They have changed our lives.

- Saran Cissé, Survivor activist and member of the Steering Committee of the project in Guinea, as quoted during the final evaluation of the project in July 2022.

The project in Guinea was led with the Association of Victims, Family and Friends of the 28 September (AVIPA) and the Organisation Guinéenne pour les Droits de L'homme et du Citoyen (OGDH), a human rights organisation in Guinea also working on the mass violence that took place on 28 September 2009.

ESTABLISHING THE ECOSYSTEM CONDUCTIVE TO REPARATION

We have cultivated institutional awareness and recognition of the right to and the urgency and feasibility of reparation for survivors of conflict-related sexual violence amongst government entities and within ongoing international policy agendas.

Through the Global Reparations Study and project work, GSF has facilitated connections between civil society organisations, survivors, and at times government actors, galvanising attention and momentum for reparation at a national level.

We established international partnerships and informal communities of practice, facilitating a knowledge exchange and joint advocacy on the right to reparation, including with survivors themselves as bearers of knowledge and expertise.

Our Technical Advisory Panel, made up of technical experts on subjects relevant to GSF's work, continues to advise and support us on an ad-hoc basis, as a key actor in our community of practice.

INFLUENCING POLICY AND GOVERNMENT PRACTICES

We began providing technical support to government actors in Ukraine, DRC, Guinea, Colombia and CAR, advocating and supporting the creation of government-led domestic reparation programmes. We have directly supported the drafting of legislation to establish reparation programmes in Ukraine and Guinea.

As a result of our work, the imperative for reparation has been integrated in numerous international policy documents.

An external evaluation found our three pillar methodology to be: *“extremely relevant, with a design that includes an exceptional collection of best practices at technical and strategic levels, including a commitment to undertake evidence-based work, a demanding but essential process of co-creation with the survivors in each action, a multi-stakeholder approach with a focus on governments, and a high capacity for inclusiveness of the most relevant organisations in each country.”*

Learning from 2021–2023

The years 2021 to 2023 were marked by testing, learning, and adapting. We carry forward the following lessons into our Strategic Plan for 2024 – 2030:

- **Our ADVOCACY and GUIDE pillars** are two sides of the same coin. Our technical exchange with governments requires continued advocacy efforts to advance our social mission effectively.
- **Ultimately, government-led reparation programmes** have the potential to reach the highest numbers of survivors. Yet, in the interim, survivors cannot and should not wait for urgent harms to be repaired.
- **Interim reparative measures projects** provide a proof of concept that can advance government-led reparation programmes, but they can also transform the lives of thousands of survivors in contexts where governments are unwilling or unable to act on their obligations.
- **Increasing the numbers** of survivors accessing interim reparative measures is a priority, but quality is paramount. We are committed to the patient implementation of our current co-creation model, while being open to testing new models for scaling up.
- **We are committed** to refining our methodology, particularly in areas such as survivor identification, reducing the time of the preparation phase of our projects, accessing hard to reach groups such as indigenous, children, and male survivors, and testing new socio-economic models.
- **Reparation** is as much about redressing harms as it is about affirming the dignity of survivors. The co-creation methodology has proven a powerful tool to help restore agency to survivors' lives.
- **Testing and learning** have helped us refine the processes for determining where we work, when, and with whom. While adhering to a structured decision-making process, we maintain a degree of flexibility, allowing us to seize opportunities for impact.
- **Recognising the critical role** financial resources play in unlocking commitment to reparation, we need to step up our focus on the costing and financing of reparation.
- **The need for reparation for children** affected by conflict-related sexual violence has come as a call from survivors themselves, emphasising the importance of including children in projects going forward.
- **Our focus on reparations** for survivors of conflict-related sexual violence is not limiting to victims of other gross human rights violations in their journey to reparation, but rather opens doors for reparation to be provided to all victim groups.



Strategic priorities

In conversation and consultation with a multitude of stakeholders, including survivors and project partners, we have established four strategic priorities that we must focus on to achieve our social mission.

Saran Cisse is a survivor of CRSV. She participated to the interim reparative measures project in Guinea, and also acted as a member of the steering committee. Thanks to this project, she started a soap production business. Conakry, September 2023 © 2k Studio commercial

1

CO-CREATION AT THE CORE

Going forward, we aim for full participation of survivors in all of our ACT, ADVOCATE and GUIDE work.

In the past strategic period, co-creation has been deeply embedded in our interim reparative measure projects. We have witnessed that by actively and meaningfully involving survivors in every step of our projects, from the design to the implementation and evaluation, they reclaim agency over their lives and narratives.

We will strive for the participation of survivors with diverse backgrounds, ages, and genders within all our work. We acknowledge that this takes time, creativity and resources, starting with investments in survivors' capacity to participate meaningfully, including through survivors' networks.

We will continue to advocate for the co-creation methodology to be recognised as a global standard for effective reparation, reflected in the development and implementation of reparation programmes for survivors of conflict-related sexual violence.

Co-creation

We define co-creation as a set of processes whereby survivors, as rights-holders, have effective influence in conceptualising, designing, implementing, monitoring, and evaluating reparation initiatives. This approach returns autonomy to those that have been stripped of it and ensures that actions are relevant, impactful, and driven by the needs and aspirations of survivors of conflict-related sexual violence.

Data collected from research completed on our projects has demonstrated the profound reparative value inherent to the co-creation methodology; survivors consistently reported that the process was a catalyst for healing in and of itself.

2

SCALING UP INTERIM REPARATIVE MEASURES

In the coming period, we aim to maximise our impact through expanding our interim reparative measures projects.

We will strive to minimise the number of survivors left without a form of recognition nor the ability to rebuild their lives. We will work in contexts both where these projects can serve as a catalyst to spur government action, and in contexts where there is little or no prospect of governmental will or capacity to provide reparation.

In scaling up interim reparative measure projects, we will be piloting various models that require less resources from GSF so that we can support more survivors, while upholding the quality of our existing approach. In consultation with our project partners, we will test and combine a series of models to ensure a smooth scale up process:

- Collaborating with organisations experienced in areas such as cash transfer, mental health and psychosocial support, education, and livelihoods support, proving the power of strategic partnerships.
- Further investing in knowledge exchanges with and between community-based partners, including on the co-creation methodology, allowing them to multiply the projects with less hands-on involvement from GSF.
- Creating the space and resources for staff and survivors who were involved in our projects thus far to share knowledge and provide hands-on support to new projects.
- Partnering with humanitarian actors, particularly in contexts of urgency for reparation where conflict is ongoing. Humanitarian actors often have the infrastructure, networks and access that can make them valuable partners for collaboration in our interim reparative measure projects. In crafting this partnership, we aim to influence the ecosystem for reparation by advocating for humanitarian assistance to become more reparation-rights-based in its approach. Examples may look like establishing a victims registry from the onset of a conflict, including elements of recognition or financial compensation within humanitarian aid, all while starting the discourse and advocacy around survivors' right to reparation.

Consultation with partners

As part of GSF's learning and strategy development process, we held roundtables with project partners and survivors in eight countries. In total 168 persons participated, including 88 survivors. This exercise provided invaluable information on how our partners experienced the collaboration with GSF, covering our strengths and areas of improvement, and sharing ideas for scaling up. Using this feedback, we refined several processes, allowing for a smoother implementation of the projects.

3

INNOVATIVE FINANCING OF REPARATION

Acknowledging the critical role of sustainable resources in achieving our social mission, we will explore all avenues to finance reparation and demonstrate that reparations are affordable, sustainable, and can be financed innovatively.

Despite their clear obligation under international law, States are often reluctant to implement administrative reparation programmes to address the profound harms suffered by survivors. A key reason for their inaction is due to the perceived insurmountable challenge of securing sufficient and sustainable financing, which often contributes to a lack of political will.

GSF will continue to ignite momentum for diverse forms of financing for reparation. We will identify lessons learned from existing reparation funds, which have used traditional financing sources such as taxation, multilateral aid, and philanthropic support. We will also promote innovative financing mechanisms, ensuring that the assets of perpetrators and their accomplices contribute to repairing the harms survivors suffered because of violations they have committed or contributed to. GSF will focus on the following:

- Advocate for stronger normative frameworks to finance reparation – through traditional and innovative mechanisms. Generate awareness surrounding the moral imperative that funds and assets associated with perpetrators and their accomplices are used for reparation.
- Examine specific cases and opportunities where these resources can be used to finance reparation for CRSV survivors.
- Advocate for these resources to be distributed to survivors through well-designed reparation programmes, directly through States, or international funds. GSF will provide technical support for such initiatives, ensuring that available resources reach survivors of conflict-related sexual violence and have a sustainable impact on their lives. GSF can also serve as a platform to channel available resources to survivors through the implementation of interim reparative measures.

Repurposing confiscated assets to finance reparation

GSF will particularly focus on the potential of repurposing confiscated assets, proceeds of crime, as well as fines for breach of sanctions regimes to finance reparation as they offer an abundant source of untapped funding for reparation. As highlighted by survivors worldwide, using such assets for their benefit has tremendous symbolic value and would provide a sense of justice.

Along with a multi-stakeholder coalition, we will advocate for the development of an international legal framework that will provide governments with normative references to repurpose these assets for the benefit of survivors. We will also advocate for greater transparency and due process in relation to the confiscation of perpetrators' - and their accomplices' - assets.

4

CHILDREN AS RIGHT-HOLDERS

We will include children affected by conflict-related sexual violence in our own project work and advocate for their explicit inclusion in reparation policies and programmes co-created with them.

Children affected by conflict-related sexual violence represent a diverse and largely invisible community. They include those who were victimised as a child (in some contexts, children represent the majority of sexual violence victims), those who were forced to witness such violence, children born of rape, and children whose caregivers are victims of sexual violence. Their specific rights and needs are almost entirely overlooked in reparation initiatives worldwide and little is known about what forms of reparation would serve their immediate and long-term wellbeing.

In the coming years, GSF will continue to work towards the inclusion of children as a specific victim category, both in State-led reparation programmes and interim reparative measure projects. We will work to ensure that such programmes are co-created with children and youth in a gender-responsive and age-appropriate manner that safeguards their interests, challenges stigmatisation, and avoids re-traumatisation.

In doing this work, we will create knowledge and good practice around reparative measures and children's participation in reparation processes. Our advocacy work, and technical support to governments, will draw on these lessons learned to increase awareness, knowledge and recognition of the specific rights and needs of children affected by conflict-related sexual violence.

In achieving this objective, we will forge alliances with key actors from the Child Protection, Mental Health and Psychosocial Support and Education in Emergencies fields of work.

“

(...) For the children born in captivity, life has become very difficult. They are chased away from their lands and end up becoming thugs in town; they have nothing. Some of the children are told to go to their parents and yet their fathers are not there, and others have chronic illnesses but cannot afford to go for treatment.

- Uganda, Global Reparations Study, 28

Children and CRSV

As a result of conflict-related sexual violence, children face a multitude of profound physical, psychological, and socio-economic consequences, and their relationships with family and community are severely and complexly affected. They often drop out of school and face obstacles in re-entering the education system. This can be related to physical and psychological trauma, stigmatisation, loss of livelihoods, and lack of birth registration in the case of children born of rape. Other children miss out on education because they are held in captivity for prolonged periods of time. Their lack of adequate education and livelihood opportunities lead to extreme poverty and exposes them to other forms of violence, such as targeting for sexual exploitation or recruitment by armed groups.

Based on our learning so far, psychosocial support, social-emotional learning and livelihood opportunities tailored to the realities of children and youth affected by conflict-related sexual violence, as well as access to a legal identity for children born of rape are a priority.

Our programmes in the coming years

We seek to broaden our geographical reach, extending our work to more contexts. We will take an integrated country approach, where the activities on the ground combine ACT, ADVOCATE, and GUIDE work. GSF's principles of co-creation, contextualised solutions, and multi-stakeholder approach will continue to orientate our future plans.

The Global Reparations Study will be central to our country selection process, informing the nature and levels of engagement in different contexts, illustrating where and how GSF can have added value.

The Global Reparations Study, led by GSF in conjunction with over 40 international and local civil society organisations, examines the status of and opportunities for reparation for survivors of conflict-related sexual violence. Rooted in a survivor-centred approach, the study has engaged with over 1,000 survivors, gathering first-hand perspectives on existing reparations, challenges faced, and aspirations for the future. Each country report offers actionable recommendations, drawing from survivor input and other key stakeholders' insights. The research process is designed to be participatory and reparative, strengthening the agency of survivors.

In addition to country specific reports, we will publish an annual report on *the Global Status of Reparation for Conflict-Related Sexual Violence* as well as thematic reports, including but not limited to the themes of reproductive and mental health, as well as reparation for children. The next several years of Global Reparations Studies will involve taking stock of the studies that are already in progress, while the later years of our upcoming strategic period will see the addition of new contexts.

Advancing the right to reparation for survivors of conflict-related sexual violence is not something that GSF can do alone. Closing the implementation gap is a process that requires a wider effort, where governments, activists, survivors, the private sector, and international organisations all contribute. Through our three pillared approach, we will ensure that there is a flourishing community of multi-stakeholder changemakers that all contribute to a rich ecosystem for reparation.





ACT

Under the ACT pillar, investments in projects providing interim reparative measures to survivors through community-based organisations will be steady the first few years, while preparing for more exponential growth in numbers of survivors reached toward the end of this strategic period. These projects, combined with advocacy, continue to serve two purposes:

1. proof of concept so that governments will see the best practice, feasibility and positive impact of reparative measures, and commit to developing administrative reparation programmes, and
2. directly reaching a high number of survivors through a wider coverage approach, especially where there is little or no prospect of government led reparation programmes.



GUIDE

In the initial years of our Strategic Plan, our GUIDE work will remain steady, toward the end of this strategic period, this will shift to a heavier focus on technical support work as we anticipate that more governments will be ready to begin national reparation programmes with GSF's support.

While the Global Reparations Study will remain an important basis for our country selection decision-making process, we will also embrace opportunities for work in countries where we have not conducted a Global Reparations Study. We will maintain a level of flexibility necessary to respond to evolving realities.



ADVOCATE

At an international level we will continue to ADVOCATE for the strengthening of policy frameworks relevant to reparation, with specific focus on the four strategic areas. We seek to shift the narrative around conflict-related sexual violence from a focus that is limited to prevention and response, to the inclusion of holistic forms of justice and reparation.

At a national level, we aim for governments to set up reparation programmes that include survivors of conflict-related sexual violence. We will emphasise the importance of these programmes to be co-created, comprehensive, inclusive, and, especially, timely. In supporting this call for reparation at the national level, we continue to build multi-stakeholder coalitions, support the advocacy work of community-based organisations, and strengthen survivor capacity for agency and mobilisation.

Long-term advocacy is required for legal reforms, policy development and implementation. Along the way, there are several ancillary goals that GSF supports:

- Reparative measures to meet urgent needs that come from states and other actors;
- Public awareness and support for survivors;
- Broader accountability measures for conflict-related sexual violence and other human rights violations;
- Humanitarian response mechanisms to be more reparative by influencing the narrative of humanitarian assistance into a more reparation-rights-based approach.

The set up needed for our success

Our social mission is strategically intertwined with the way we organise our operations.

GRANT MAKING AND PARTNERSHIPS TO CREATE THE ECOSYSTEM TOGETHER

Working with national and community-based organisations is central to our social mission and extends beyond financial support. We accompany our local partners in the implementation of projects with the intention of cultivating momentum and enhancing the reparations agenda together.

We will seek to evolve our approach with these partners to embrace the real meaning of partnership, building on the complementary capacity, expertise, and knowledge of local partners and GSF respectively.

We will continue to facilitate and step-up knowledge exchanges that focus on critical areas such as financial management, data protection, safeguarding, and co-creation. We will invest in developing tools and providing training, ad-hoc advice and coaching, and in reinforcing our on-site presence.

FLEXIBLE FINANCING BOTH UP AND DOWN STREAM

Flexible financing is critically important to effectively serve survivors and the process of co-creation in the interim reparative measure projects. Our projects do not revolve around conventional grant proposals. Instead, they are brought about through a collaborative process with our project partners and shaped by the input of survivors, with scope, needs, and resources that are assessed, identified, and evolving throughout the various phases of the project.

This unique approach necessitates financing that is adaptable and responsive, allowing us to navigate the shifting needs of survivors and partners as they embark on a reparative journey. Flexibility in the grants is equally important in meeting the realities of the community-based organisations we work with.

To fortify this way of working, we will adopt a more risk shared approach when working with our project partners. We will ensure that partners comply with the minimum donor requirements, and we will support them in achieving this. As such, the due diligence process does not merely serve as an audit tool, but also identifies areas of support.

To this end, GSF will also strive for similar long-term flexible financing from our donors and continue to promote the relevance of flexible financing in the wider donor community.

FOSTERING A CONNECTED GLOBAL TEAM

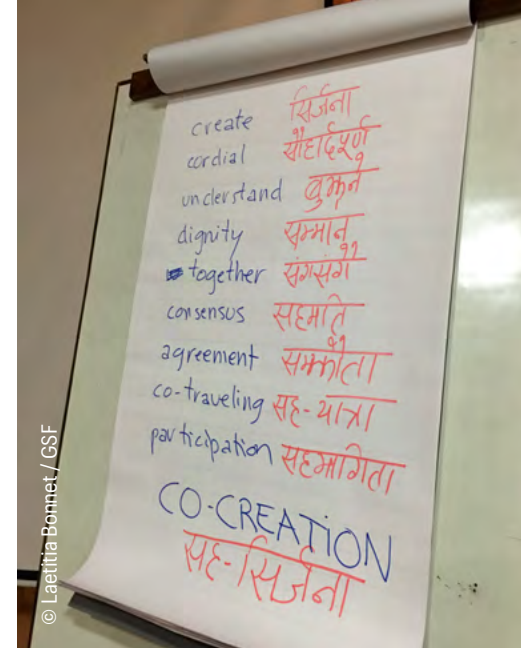
As a global team, with approximately half of our staff distributed worldwide, we place emphasis on hiring individuals who share a deep connection with our social mission, many of whom come and work from countries with active projects.

These team members serve as the connective tissue between our organisation and our project partners, contributing to the design and implementation of projects, and contributing to the reparation ecosystem on the longer term.

RAISING THE VISIBILITY OF OUR SOCIAL MISSION

Through our communications work in the coming years, we will make the case for, and raise the visibility of, our project partners and of GSF, as well as our social mission, to mobilise and inspire support from stakeholders.

Our communication will amplify survivors' voices, be substantiated in evidence, and provide strong calls to action. We will make greater use of commentary communication to insert our position into a nascent or evolving narrative, and we will increase our engagement with national and international media in promoting our social mission.



Creating the evidence base, and sharing good practice and knowledge

CONTINUING TO DEVELOP THE EVIDENCE BASE

In advancing the realisation of reparation, we recognise the pivotal role of a robust evidence base. By demonstrating the profound impact of reparative measures on survivors, their families, and their communities, and by showing what works and what does not work, we create a compelling narrative for other actors, including governments, to step up their involvement in providing reparation.

Going forward, we will expand our impact measurement efforts to encompass not only the participants in the projects, but also their children and other loved ones. We will also seek to better measure benefits to survivors' wider communities, the perception of survivors, and the larger ecosystem enabling reparation.

REPARATION PRAXIS: THE KNOWLEDGE HUB

We will build an online platform called Reparation Praxis for policy makers and practitioners involved in designing and implementing reparation programmes. This digital hub will house project examples and reparation policies and legislation from various countries. It will derive lessons from shortcomings in reparation programmes to date, as well as propose good practice. It will include a variety of tools designed to support the implementation of a national reparation programme from the earliest stages to implementation.

EVALUATING SUCCESS

At an organisational level, we have developed a Key Performance Indicators (KPI) framework to monitor, measure, and evaluate our work against existing action plans and our Theory of Change. We use this tool to critically monitor and evaluate our successes in achieving our social mission on a regular basis. Based on the KPI results, we will adapt our strategies accordingly.

We have begun developing country strategies to help us determine what success looks like in a specific context. Grounded in the principles of co-creation, we will work closely with survivors and project partners to formulate these strategies.

Our work with the NSCR

During our first strategic period, the Netherlands Institute for the Study of Crime and Law Enforcement (NSCR) developed a highly participatory approach to evaluate the impact of our projects on survivors' lives. NSCR conducted longitudinal studies in Guinea, Iraq and DRC, before, during, and towards the end of interim reparative measures projects.

Drawing on this experience, NSCR developed a sophisticated qualitative and quantitative impact evaluation tool, that GSF will continue to use to measure the impact of our projects on survivors' lives in new contexts. This tool uses validated existing impact measurement tools, but also allows for survivors to propose their own impact indicators, based on what repair should look like in their view, using participatory approaches such as PhotoVoice.

GSF's monitoring and evaluation methodology is rigorous and innovative, with an exceptional results-oriented focus on both quantitative and qualitative information and directed to understand outcomes and not merely outputs.

- Quote from external evaluation of GSF's work commissioned by the European Union.

Closing remarks

This Strategic Plan will be subject to review every two years in order to continuously evaluate and re-evaluate the progress we have made toward achieving our social mission.

Ultimately, the true test on whether our work is successful, will be informed by those we are serving- survivors of conflict-related sexual violence. GSF was created in 2019 out of an overwhelming call from survivors that they need to access their right to reparation. Our Strategic Plan 2024-2030 is our roadmap for how we will work with and for survivors in continuing to answer that call.

Global Survivors Fund
Route de Ferney 140 | CH-1202 Geneva
www.globalsurvivorsfund.org

