ANNUAL REPORT 2021

GLOBAL SURVIVORS FUND
A GLOBAL FUND FOR SURVIVORS OF CONFLICT-RELATED SEXUAL VIOLENCE
Foreword

The tragedy of conflict-related sexual violence persists as women: mothers, sisters, daughters, and men: boys, fathers and sons are raped and sexually tortured without restraint. Once, twice, three, ten, dozens of times or more, by perpetrators who continue to walk free, leaving survivors’ lives shattered. This reality remains as unacceptable as ever and failure to recognise the harm caused or to provide redress exacerbates the damage done. It is therefore the mission of the Global Survivors Fund (“GSF”) to enhance access to reparations for survivors of conflict-related sexual violence across the globe.

2021 was an important year for GSF as we worked to build up our organisation, started on mapping out the status of and opportunities for reparations for survivors globally, expanded the reach of our projects for interim reparative measures so that survivors no longer endure the wait and can obtain life-changing support, and continued to advocate for effective access to reparations for all survivors.

This Annual Report showcases GSF’s main activities throughout 2021, and in doing so illustrates how our three core pillars - Act, Advocate and Guide - work together to ensure a comprehensive approach to reparations; from interim reparative measures to fundamental changes in national and global reparations policies and practices.

The Report is dedicated to all those who contributed to our achievements in the course of the year; first and foremost to all the survivors we have had the honour of working with, and also to the members of our Board, to our Technical Advisory Panel, to our ever-growing network of national and international partners that work tirelessly to ensure that justice is done, to all our donors, to our incredible team, and to all other stakeholders who make GSF a reality.

Ms Nadia Murad, Dr. Denis Mukwege and Esther Dingemans

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2021 saw the *Act, Advocate and Guide* pillars of GSF come together, mutually reinforcing each other for greater impact. Through a combination of workstreams under the different pillars, we have built a project implementation methodology which incorporates advocacy and guidance activities and is led always by GSF’s core principles of survivor-centredness, co-creation, multi-stakeholder participation and contextualisation.

This approach is exemplified by our work in the Democratic Republic of the Congo, where a combination of *interim reparative measures* project work, multi-stakeholder events, and collaboration with State representatives towards the creation of a national fund for reparation to survivors of conflict-related sexual violence and other grave crimes is showing promising signs for future creation of a national reparations programme.

Over the course of the year, we developed the concept of ‘interim reparative measures’ to describe what we design with and provide to survivors through our projects with implementing partners. These measures are intended to respond to urgent needs, but in no way replace government responsibility for providing reparations to survivors. Projects are implemented as much as possible in consultation with government authorities, so that they can observe first-hand the necessity and impact of reparative measures. Our first evaluations of the impact of such projects show very positive results.

Through our *Global Reparations Study*, we are building a solid foundation of detailed knowledge about survivors’ realities in different conflict contexts around the world. This ground-breaking work focuses on survivors’ needs, perceptions and expectations for reparations, as well as opportunities and challenges in-country to provide reparations. It is destined to become a global reference for information about the real state of reparations for conflict-related sexual violence around the globe. The Study also showcases GSF’s core principles by taking a participatory approach to the research, which is not only centred around survivors, but also ensures survivors are fully involved in the process, making it an exercise with reparative value in itself.

Leaning heavily on our preliminary findings from the first group of country studies published in October 2021 as part of the Global Reparations Study, we have started defining what our action should be over the coming years: where we should set up interim reparative measure projects or intervene with advocacy and guide work and how, which partners we could be working with and who should constitute our community of practice.

2021 was also a year of significant growth as we welcomed new donors and expanded our core team. The passion and professionalism of all our team members throughout the year has allowed us to be present both on the ground and in many international fora. The diversity of backgrounds and technical expertise of our staff has contributed to developing our organisation in a structured fashion based on strong ethical values.

Ultimately, GSF has set itself high ambitions, striving to make a real difference to the lives of as many survivors as possible, and to radically change current approaches to reparations by placing survivors at the centre of reparations efforts and ensuring their active and meaningful participation at every stage of the process.

This is innovative work for which there is no road map, but through a methodical approach carrying out detailed ground research on survivors’ lived experiences, co-creating projects with survivors to cater to their needs and expectations and engaging in open and collaborative dialogue with key stakeholders, we have every hope that GSF’s passion and determination can help make a real difference where it matters: in the lives of survivors.

**INTERIM REPARATIVE MEASURES**

Also referred to as « early reparations » or « advance reparations » in some contexts, interim reparative measures are a set of measures provided to survivors by non-duty bearers in situations where duty-bearers are unwilling or unable to comply with their responsibility to provide reparations.

Interim reparative measures can take different forms. Individual measures can include medical care, psycho-social support, monetary payments and budget management training, professional training and support for child education, and other measures as identified with survivors. Within GSF-supported projects, each survivor receives an individualised package of measures, which is co-created with them and is tailored to individual needs and context. Wherever monetary compensation is provided, it will be of the same value for all survivors.

Interim reparative measures can also be collective, speaking to a shared need for recognition and acknowledgement of harms suffered collectively. Collective measures can include collective memory projects, community programmes such as the building of a community centre where survivors can gather and rebuild community life, symbolic measures such as commemoration events and official public acknowledgements, justice and truth-seeking measures such as public hearings, and other collective reparative measures.
In 2021, GSF and its partners worked intensively with, and provided comprehensive support to, 1,420 survivors and their communities in three existing interim reparative measures projects in the Democratic Republic of Congo, Guinea and Iraq. We also started a new project in the Central African Republic and began scoping activities for a further three projects in Turkey (working with Syrian survivors), Nigeria and South Sudan, as well as exploring opportunities for a new project in Timor-Leste. We expect the number of survivors supported to triple in 2022, with a further ambition for exponential growth in the following years.

A CO-CREATED, SURVIVOR-CENTRED, CONTEXT-ADAPTED METHODOLOGY

GSF is dedicated to making a meaningful difference to the lives of survivors through the interim reparative measures projects we run with partner organisations. Our approach is built around ensuring each of our projects puts survivors at the centre, providing interim reparative measures that are defined by and tailored to the individual needs of survivors and take into account the context and circumstances in which they live. We also seek to integrate advocacy activities into our projects to push for the development and implementation of comprehensive reparations policies and programmes where appropriate. All this can only be achieved by working in close collaboration with a network of partners who provide contextual expertise, with government representatives and with other key decision-makers such as the Office of the UN Special Representative of the Secretary General on Sexual Violence in Conflict and other UN Agencies.

As part of co-creation, projects are constructed so that survivors participate at every stage, including design, implementation, monitoring and evaluation. Survivors also define the tailored individual and collective interim reparative measures and are members of project steering committees and other project bodies.

To ensure a contextualised approach, all projects are carried out in partnership with civil society organisations that provide local knowledge and expertise and can ensure that contextual specificities are addressed appropriately. All projects are guided by multi-stakeholder steering committees as part of a concerted effort to foster close collaboration between international organisations, civil society and states. The hope is that this multi-stakeholder participatory approach allows different actors to learn from and with each other and is then taken forward as states develop their national reparations programmes.

ENSURING MULTI-STAKEHOLDER PARTICIPATION THROUGH A DIVERSE STEERING COMMITTEE

One of the defining features of every interim reparative measures project that GSF supports is a project Steering Committee composed of survivors, relevant experts (including psychologists, lawyers and other professionals), and representatives from partner organisations, civil society, international organisations and national and local authorities where possible.

The role of a Steering Committee is to oversee, advise and guide on project development and implementation, and to ensure that a survivor-centred approach is maintained.

Typical elements a Steering Committee advises on include the criteria for participation in the project and threshold of ‘proof’ required, the identification process, and the types of individual and collective reparations to be provided.

Having a multi-disciplinary, multi-stakeholder Steering Committee ensures that different perspectives are considered, varied expertise is brought to the project and project activities can benefit from broad support from all relevant parties.
PHASES OF A GSF-SUPPORTED PROJECT

GSF has developed a project methodology for our teams to follow once a country of intervention has been determined following a preliminary scoping phase. This methodology, built around our core principles, includes six key phases as illustrated below.

**PHASE 1**
Project Framing

- Partner due diligence, selection & training
- Implementation plan design
- Budget development & partnership agreement(s)
- Composition of the Coordination team
- Establishment of the Steering Committee
- Survivor Identification process design

**PHASE 2**
Survivor Identification

- Survivor Identification
- Steering Committee validation
- Baseline Assessment
- Individual interviews and focus group discussions on individual and collective IRM

**PHASE 3**
Defining Interim Reparative Measures (IRM)

- Steering Committee validation of individual and collective IRM
- Intermediate Assessment
- Individual and Collective IRM Implementation and Monitoring

**PHASE 4**
IRM Implementation

- Risk identification; Support to survivors; Project monitoring and Risk mitigation

**PHASE 5**
Impact Evaluation

- Risk identification; Support to survivors; Project monitoring and Risk mitigation
- Final Assessment
- Implementation of Exit Strategy

**PHASE 6**
Project Closure

- Co-creation with survivors: active participation through individual and collective exchanges

ADVOCACY AND GUIDANCE ACTIVITIES

- Risk identification; Support to survivors; Project monitoring and Risk mitigation
Phase two, namely the identification process, was completed through our implementing partners for the first group of survivors in March, with a final number of 1,009 survivors being identified.

The project then moved into the interim reparative measure design phase in April, leading to the development of bespoke individual interim reparative measure packages. The process involved multiple collective consultations and individual interviews with each survivor to determine their needs and expectations.

Based on needs expressed by survivors, packages included measures covering therapy (individual, communal and/or family, including in-house visits), medical care at mobile clinics organised with the communal and/or family, including in-house visits), included measures covering therapy (individual, collective consultations and individual interviews with each survivor to determine their needs and expectations.

The first and second tranches of monetary compensation were paid to survivors between September and December. During this time, there were further exchanges with survivors and family, and workshops on positive masculinity were also held to address issues of negative reactions, such as risks of family or community pressure or reprisals against survivors in relation to their renewed empowerment. This series of workshops allowed survivors’ family members to better understand the project and its approach to reparations and were attended by over 1,900 people.

Implementation of the interim reparative measure packages began in July with a set of meetings with survivors to define together the best way to provide the support and training as part of the package. As the monetary compensation was to be provided by way of cash transfers, mobile phones were also provided to survivors at this point, along with training on their use. For most survivors, this was the first time they owned their own phone, leading to a strong feeling of empowerment.

The project then moved into the interim reparative measure design phase in April, leading to the development of bespoke individual interim reparative measure packages. The process involved multiple collective consultations and individual interviews with each survivor to determine their needs and expectations.

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PSYCHO-SOCIAL ASSISTANTS

Psycho-social assistants play a central role in all our projects. Living in the community alongside survivors, they are able to provide day-to-day support and guidance.

Their deep knowledge and understanding of who survivors are and the context in which they live is key to the success of a project.

In the Democratic Republic of Congo, there are three different psycho-social assistant profiles, which work together to create a rich team diversity and provide varied approaches to accompanying survivors. First are those who come from the neighbourhoods where the project is carried out and are deeply rooted in the local community. These assistants have often worked with and been advocates for survivors for many years and have strong credibility within the community.

Second are survivors themselves who have joined community movements - including the Mouvement National des Survivant.e.s de Violences Sexuelles en RDC – and who live and work with other survivors within their communities and the wider movement. These assistants benefit from the trust of their peers.

Third are psycho-social assistants who may not be from the community where the project is being carried out, but have strong contextual knowledge as well as experience of working with survivors in other organisations.

Together, these psycho-social assistants are able to provide survivors with a unique quality of understanding and support.

“Making an impact with Guinean survivors in Conakry”

Individual interim reparative measures were provided in 2021, with all identified survivors of the events of 28 September receiving the monetary instalments they were entitled to and completing their individual finance management training with Wakili-Entrepreneurs du Monde. Further financial management support was also provided, survivors’ medical bills were paid and, throughout the process, survivors - and in some cases their families - received tailor-made psycho-social support.

In both individual and group settings, we explored the concept of collective reparations with survivors, and heard their strong desire for recognition of what they went through and for access to justice. Through these conversations, two collective interim reparative measures were decided upon. The first was to publish a book of testimonies, giving survivors the opportunity to share their stories and to illustrate the real impact of reparative measures on their lives. We held a launch event for the book entitled ‘Nos Vies d’Après, Témoignages des survivantes de violences sexuelles, Stade du 28 Septembre’ in Conakry on 8 December. The event was supported by the UN Special Representative of the Secretary General on Sexual Violence in Conflict and Office of the United Nations High Commission for Human Rights in Guinea, and was attended by a selection of UN representatives, embassies, government representatives, civil society members, media and others. This was a key moment to continue advocating for a justice and reparations policy and the holding of a long-awaited trial in respect of the events of 28 September 2009 in Conakry stadium.

The second collective measure was to create a Survivors Centre, providing a place where survivors of the 28 September massacre and other sexual and gender-based violence can come together, support each other, and carry out various collective activities. Land was purchased, and construction of the centre is scheduled to start in Q1 2022.

“I very much enjoyed collaborating on this book, which will serve as a living memory so that the world and Guineans know.”

“This book will be a reference for all victims.”

Source: Survivors from Guinea
**IMPACT**

GSF partnered with the Netherlands Institute for the Study of Crime and Law Enforcement (NSCR) in Guinea to evaluate systematically the impact of interim reparative measures through an independent scientific process. Applying a participatory methodology, NSCR used both qualitative and quantitative methods to examine their impact and to unpack survivors’ lived experiences and perceptions at three different moments: before the interim reparative measures are provided, during their implementation and at the end of the project.

**A reparative process**

According to NSCR, the preliminary results are indicative of an “extremely high degree of satisfaction on the part of survivors with participation in the process and the outcomes of the process”, with 99% of respondents reporting that participating in the project changed their life in a positive way. The three areas that improved the most according to survivors are: physical health, mental health and financial position.

**Reduction of stigma**

The project had a significant effect on reducing the stigma experienced, with survivors reporting a steady increase in friendships and contact with people and family members who had not had the same experience as them, with greatest gains in contact with family members. The project was also successful in creating a feeling of recognition among survivors.

**Financial independence and family wellbeing**

Preliminary findings further indicate that the benefits of the interim reparative measures reach beyond individual survivors to the family and community. Improvements in financial independence made possible by monetary compensation and trainings allowed survivors to care for their dependents and improve their social status in the family and community, thereby increasing their sense of dignity and self-efficacy.

The preliminary findings also show a sustained impact in the lives of survivors, resulting in significant improvements at the individual, family and community level. GSF will continue to use the tool designed by the researchers for this specific research to verify the expected sustained impact of interim reparative measures in the longer run.
PUTTING THE CONTEXTUAL APPROACH TO THE TEST IN IRAQ

PARTNERS: Nadia’s Initiative, Mission East

Having completed staff training, constituted the project Steering Committee, and started work on project design ongoing, the Iraq project began phase two (Identification of Survivors).

The survivor identification process encountered various challenges, which were a real opportunity to put our contextualised approach to the test. Acknowledging the sensitivity of the approach and the need to ensure that survivors were treated with respect and were not rushed, the Steering Committee made the decision to extend the time planned for survivor identification and to ensure further flexibility in the timing of this phase of the project. The nature of interim reparative measures subsequently identified for the two localities also differed as we realised that a different approach would be required in response to the differing realities of each context.

SETTING UP IN THE CENTRAL AFRICAN REPUBLIC

PARTNERS: Selection process ongoing

We opened up a new project in the Central African Republic in 2021. Following the GSF project methodology, we started work on identifying potential local partners to lead on project implementation. This will be followed by our partner due diligence process in due course.

We also completed the situation mapping and identification of survivors’ needs together with the Movement of Survivors in Central African Republic and the Platform of Associations of Victims of the Conflicts in Central African Republic. Various strategic meetings were held to design the implementation plan with civil society actors, government representatives and in particular the President Focal Point on Sexual Violence in Conflict, as well as representatives of international community actors including the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, the United Nations Development Programme and the Office of the Special Representative of the Secretary General. We also exchanged with the Truth, Justice, Reconciliation and Reparation Commission, which is mandated to elaborate a reparations policy, with a view to creating a partnership.

SCOPING IN TIMOR-LESTE, NIGERIA, SOUTH SUDAN AND TURKEY

PARTNERS: In process of identification

2021 also saw us engage in scoping for further projects in Timor-Leste, Nigeria, South Sudan and Turkey focusing on Syrian survivors, which are planned to kick off in 2022.

In 2020, the Steering Committee had decided to include all female survivors of ISIS captivity in the project rather than specifically those subjected to sexual violence. This decision was based on the level of stigmatisation of sexual violence in Iraq and its potential impact on survivors coming forward. Following on from this and having identified several minors who had been in captivity with their mothers or who were born of rape in captivity, the Steering Committee made a further decision in 2021 to extend the project scope to include these children as well. This decision was made on the basis that these children had also experienced extensive trauma and required interim reparative support, and in recognition of the particularity of ISIS captivity and the need to respond to survivors’ specific needs in this context.

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The Global Reparations Study findings constitute a comprehensive information resource for all stakeholders working on reparations for survivors. They also provide a solid knowledge base on which GSF can build its roadmap for the coming years. The Study findings enable us to identify where action is most urgent and where there is scope for engaging in impactful advocacy and guidance activities. In some cases, such as Bangladesh, Myanmar, Nigeria and Timor-Leste, partnerships for the Global Reparations Study have also integrated a scoping element for interim reparative measures projects going forward. Some country studies also include training for government officials, non-governmental organisation staff and survivors, thereby also contributing to our work under the Guide pillar.

A UNIQUE KNOWLEDGE BASE

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SURVIVOR PARTICIPATION

A core tenet of the Global Reparations Study is to ensure that survivors play a central part throughout the process, marking its unique added value. The Study covers not only an analysis of the background of the conflict, the nature and scope of conflict-related sexual violence, and the legal and policy frameworks related to reparations and conflict-related sexual violence, but also an assessment of survivors’ needs, perceptions, and expectations with regards to reparations. This in-depth review of survivors’ wishes and priorities is conducted following participatory, survivor-centred and trauma-informed methodologies. So far, approximately 1,000 survivors have contributed to the Study including male, indigenous, and LGBTIQ+ survivors.

GSF and its Study partners, including grassroot organisations and survivor networks, have also put strategies in place to ensure survivors are not merely consulted as passive agents but also have an active role throughout the process. Notably, survivors participate as researchers or reviewers in the drafting of the reports, adapt the questionnaire and methodologies for focus group discussions and interviews to the local context, act as data collectors, facilitators and interviewers, shape the reports’ recommendations, and lead advocacy campaigns targeting government entities at the community, national or regional levels.

Importantly, GSF and its partners also strive to make survivor participation in the country studies as reparative as possible, embedding focus group discussions or interviews in broader capacity-building sessions and providing psycho-social support and training on coping mechanisms. Techniques such as body-mapping or creative writing have been used in some contexts, and individualised and tailored follow-up is offered when needed.
**PRELIMINARY FINDINGS**

Working with over 40 partners, preliminary findings in the form of country briefings were published for Bosnia and Herzegovina, Cambodia, Central African Republic, Chad, Colombia, the Democratic Republic of Congo, The Gambia, Guinea, Iraq, Kenya, Nepal, South Sudan, Syria, Uganda and Ukraine, along with a general report on preliminary findings containing a first set of recommendations for ensuring survivor access to meaningful reparations.

The preliminary findings show that very few survivors have received any form of meaningful reparations for the harm they have suffered. When reparations are provided, they are woefully deficient and are provided so long after the event that the delay has caused additional irreparable harm and diminishes their impact. Even where legal proceedings have taken place, convictions been made, and reparations have been ordered, a colossal implementation gap subsists. Domestic reparations programmes, which have the potential to benefit much larger numbers of survivors than court-ordered reparations, are largely lacking in the countries covered by the Study to date.

Given this state of affairs, there is every cause for survivors to lose hope. And yet, the resilience and desire of so many who participated in the Study to fight for their right to full, prompt, effective and survivor-centred reparations is still very much alive.

The Study’s preliminary findings were presented at a side event of the 76th UN General Assembly co-hosted with the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, the Governments of France, Japan, the Republic of Korea and the United Kingdom. The event explored critical challenges and opportunities regarding reparations for survivors and was attended online by over 400 participants, including survivors from different continents as well as governments, civil society representatives and international experts.

We had an engaging panel of speakers including survivors from Kenya, Colombia, Guinea and Syria, GSF co-founders and members of the Board Dr. Denis Mukwege and Ms. Nadia Murad, Special Representative of the UN Secretary General on Sexual Violence in Conflict Pramila Patten, French Minister for Europe and Foreign Affairs Jean-Yves Le Drian, Japan State Minister for Foreign Affairs Takashi Uto, Republic of Korea 2nd Vice Minister of Foreign Affairs Jongmoon Choi, Special Representative of the UN Secretary General on Sexual Violence in Conflict Lord Ahmad of Wimbledon, and former UN Special Rapporteur on the promotion of truth, justice, reparations and guarantees of non-recurrance and member of GSF’s Board Pablo de Greiff.

**USING TECHNOLOGY FOR RIGOUROUS DATA ANALYSIS**

The transcripts from interviews and focus group discussions are uploaded to a secure server, where they are subjected to theme recurrence and word frequency analysis, using Nvivo software, to identify the most relevant impacts of conflict-related sexual violence, concerns, perceptions, needs, risks and demands regarding reparations from survivors and their agency.

Demographic data of survivors is also gathered and entered into the online surveying software KoBo, and it is then used to understand the sample of survivors participating in the Study, to produce graphs, and to analyse patterns between survivors’ profiles and their perceptions, needs and expectations. RStudio software is also used to create charts based on the demographic data.

This rigorous data coding and analysis process provides a depth of information about survivor perspectives that can serve to build reparations programmes which can respond meaningfully to survivors’ expectations and needs going forward.
Survivors as Data Collectors in Uganda and Cambodia

In Uganda, partner organisations the International Center for Transitional Justice and the Women’s Advocacy Network used a participatory co-creation approach in the research process and engaged 10 survivors as data collectors. This helped increase survivors’ sense of ownership of the process and the research, and improved their research and communication skills. The work of the data collectors was remunerated, thereby also contributing to financial empowerment.

Partners REDRESS and Kdei Karuna similarly engaged 16 survivors as data collectors in Cambodia. These survivors were trained by Kdei Karuna on survivor-centric reparations for conflict-related sexual violence, data collection relating to survivors, trauma awareness and self-care.

Focus group discussion with Syrian survivors in Turkey

The Association for the Detainees and the Missing in Sednaya Prison, a partner in the Syria Reparations Study, organised two focus group discussions with survivors in March 2021, one for women and one for men, with the participation of GSF representatives. These discussions were organised to hear directly from survivors on the impact of conflict-related sexual violence, resulting needs and their vision for reparations. Before concluding the discussion, survivors drew a joint portrait of how they felt and their experience participating in the discussion, facilitated by a psychologist, with the resulting portrait depicting a floating boat, representing resilience and hope.

Presenting the Study to survivors in Ukraine

In September 2021, Blue Bird and Truth Hounds, our partners in the Ukraine Reparations Study, organised a focus group discussion with survivors who had previously participated in the Study to present the findings and jointly produce recommendations. The session included various trauma-alleviating and team building activities led by psychologists and facilitators from both partner organisations and from GSF. Such activities included individual and group artwork and other outdoor activities.

Body Mapping with Survivors in Colombia

Partner organisations used body cartographies as part of the methodology to hear what survivors had to say about the harms they suffered, their needs, memories, feelings and views on reparations. This is a research methodology drawn from social sciences research in which participants draw a representation of their bodies as a canvas that allows them to express themselves with drawings, colours, shapes and words.
Advocating at every level for greater access to reparations

GSF’s approach to advocacy is built on our belief in the importance of bringing key stakeholders together and creating space for survivors to be truly heard by decision-makers. With that in mind, we worked closely with partners in 2021 to organise events at every level aimed at doing just that.

NATIONAL

The Global Reparations Study created a unique opportunity to engage in national advocacy as part of the study process. 2021 saw us convene multiple roundtables in Kenya, South Sudan and Mali respectively, bringing together government representatives, civil society organisations and survivors’ representatives, and aimed at identifying ways forward to address obstacles to reparations experienced by survivors. These discussions also elaborated on recommendations to ensure greater survivor participation in truth, justice and reconciliation processes going forward.

REGIONAL AND INTERNATIONAL

In partnership with Conjugal Slavery in War, Solidarité Féminine pour la Paix et le Développement Intégral and various African civil society organisations and survivors’ networks, we organised a survivors’ hearing in Kinshasa in November to provide a platform for survivors to share their testimonies, views, perceptions and reflections around reparations, participation, and co-creation of reparations. Survivors attended from the Central African Republic, Chad, the Democratic Republic of Congo, Guinea, Kenya, Liberia, Mali, Nigeria, Rwanda, Sierra Leone, South Sudan, and Uganda.

This hearing led to the development of the “Kinshasa Principles”, a set of key principles on the right to reparation, participation and co-creation, by survivors and national partner organisations who attended the survivors’ hearing. The Kinshasa Principles are being developed into a full declaration on survivors’ rights to reparation, meaningful participation and co-creation, which will provide the basis for further advocacy initiatives at national, regional and international level which GSF stands ready to support.

In addition to co-hosting a side event on the status of and prospects for reparations for survivors at the 76th United Nations General Assembly, we also contributed to various policy initiatives to fill gaps and enhance or further develop international norms, policy and instruments on reparations, survivor participation and asset recovery to finance reparations. This included submitting a policy paper outlining GSF’s survivor-centred reparations approach and unique co-creation model to inform the review and update of the 2010 Guidance Note of the Secretary-General of the United Nations Approach to Transitional Justice.

At GSF we believe that changing the approach to reparations for survivors can only happen if all stakeholders, particularly survivors, can participate actively and meaningfully in the process, and if those who have been harmed are truly heard.

With that in mind, we seek to ensure that survivors can access the fora in which policies and approaches are discussed and support decision-makers to hear what survivors have to say by creating spaces where they can come together to create comprehensive reparations programmes, being accompanied by a variety of experts to support the process. In addition, we seek to feed the conversation with detailed information and knowledge gained from our Global Reparations Study.

We have also been making a concerted effort to start building a global network of practice including grassroots partners working with and for survivors in different countries around the world. In 2021, we had extensive exchanges with project teams in different countries to develop our project methodology and organised three online discussions between project teams to foster further exchanges. Following the Kinshasa survivors’ hearing, we held a session with survivors who are members of Steering Committees in the projects in Guinea and the Democratic Republic of Congo, as well as survivors from countries where other projects are planned. We also organised online sessions between psychologists supporting survivors throughout the projects.

Similarly, in the context of the Global Reparations Study, we organised exchanges between international study partners to foster further learning and collaboration.

BRINGING KEY ACTORS AROUND THE TABLE IN MALI

GSF’s Global Reparations Study provides opportunities to engage in activities that bring relevant stakeholders together to exchange on obstacles to reparations for survivors and ways in which to address such obstacles.

In Mali, we worked with partners Avocats Sans Frontières Canada, Women in Law and Development in Africa, the Groupe de Recherche, d’Etude et Formation Femme-Action, Sini Sanuman and the Association of Women Jurists of Mali, to organise a two-day roundtable bringing together survivors and members of Malian civil society organisations, victims associations, the government, the Truth, Justice and Reconciliation Commission (TJRC), international non-governmental organisations and international organisations.

The event included sessions on the impact of conflict-related sexual violence and obstacles faced by survivors in accessing justice, the TJRC’s reparations policy and best practices for a gender-sensitive and survivor-centred approach.

The roundtable marked the start of the Mali Reparations Study and GSF’s project aimed at supporting the TJRC’s process. It allowed GSF, partner organisations and the TJRC to develop recommendations together on how to foster increased participation of survivors in the TJRC process, and survivor registration before regional TJRC’s offices. Initial discussions were had for the possible secondment by GSF of a gender expert to the TJRC, opening the door for technical support to the transitional justice process in Mali in 2022 and beyond.

Bamako roundtable, Mali, November 2021 © GSF
In March 2021, we organised a roundtable on the feasibility of and options for establishing a national reparations fund for survivors of conflict-related sexual violence and other human rights violations in the Democratic Republic of Congo together with the Panzi Foundation and the Mouvement National des Survivant.e.s de Violences Sexuelles.

The multi-day discussion was attended by representatives of the national authorities, the international community, survivors' associations and civil society organisations from different regions in the Democratic Republic of Congo, with speeches being given by, amongst others, the Minister of Human Rights and President’s Advisor on Women and Children. Following this event, the Government announced they would be setting up a fund for victims of serious crimes, starting with survivors of conflict-related sexual violence. Since then, we have continued to liaise with and to support government representatives in designing the framework and policies to govern the future implementation of this fund.

In March 2021, the Iraqi Yazidi (Female) Survivors Law was adopted in Iraq, providing a comprehensive programme of both individual and collective reparations to Yazidi and other survivors of sexual violence and other ISIS crimes. We have since been working with the UN’s International Organisation for Migration and a consortium of civil society organisations to advocate for implementation of the law, in consultation with the General Directorate created by the law to deal with female survivors’ affairs. From the experience gained within our projects, we have been able to share lessons learned on best practices for various parts of programme implementation such as identification methodologies and collaboration with survivors for co-created reparative measures.

In 2021, we set up a Technical Advisory Panel (TAP) within GSF, which has been providing multidisciplinary expert advice on various aspects of our work. Currently, the TAP counts 19 experts from different parts of the world with different disciplinary backgrounds. The Panel includes survivors as well as leading experts on reparations, conflict-related sexual violence, education, cash transfers and other topics of relevance to GSF’s activities. The TAP is actively involved in reviewing all country reports to be published as part of the Global Reparations Study, as well as other project work.

A lack of financial resources is a frequent explanation or excuse that duty-bearers put forward as an argument for not pursuing comprehensive reparations policies and programmes. As GSF’s mission is to enhance access to reparations, finding innovative ways of financing reparations is key to our Advocate and Guide pillars. Financing reparations through repurposing frozen assets that are subject to national and international sanctions regimes or litigation outcomes is a relatively new concept. Adding a reparative extension to sanctions regimes pursues a legitimate aim; it not only prevents the money from financing further crimes, but has the potential to increase funds available for reparations by transferring these from potential perpetrators to victims.

Following a policy proposal published by international law firm Hogan Lovells and REDRESS entitled “Finance for Restorative Justice: Using sanctions and terrorist financing legislation to fund reparations for victims of sexual violence in conflict”, GSF paired up with Hogan Lovells to organise a roundtable with a selection of technical experts to discuss the policy proposal. This was followed by a second volume of “Finance for Restorative Justice” in June 2021. The roundtable and subsequent publication focused on asset freezes, confiscation and repurposing, and the need for existing UN and other sanctions regimes to be strengthened by improving transparency and introducing mechanisms for complaints. We then organised a follow-up policy dialogue in November 2021 to discuss a position paper for the necessary policy changes, as well as setting out the legal arguments around states’ obligations to uphold survivors’ rights to reparations. The dialogue focused on the prospects for policy and legal options and limits for moving from freezing to confiscating and from confiscating to repurposing assets, through a progressive reading of the law. It also looked to explore the responsibility of states and non-state actors and the boundaries of such responsibility, as well as the notion of a universal moral responsibility.

GSF will continue to engage with Hogan Lovells and others to advocate for legal reform and further political engagement to move forward on this method of financing reparations.
GSF complies with Swiss laws and best practices applicable to foundations. As a young organisation, we are still in the process of building processes and systems to support the work of our staff and partners.

**HUMAN RESOURCES**

Our people are our biggest asset and, working within the confines of Swiss employment laws, we seek to create a safe and open working environment where all staff members feel valued and are able to thrive. The team grew significantly over the course of 2021, which needed to be managed with particular care in light of the remote-working environment imposed by the global pandemic. Every effort was made to foster team connections despite this difficult context, not least through online social events, extended team meetings and organising our first in-person staff retreat.

We continued to build our human resource management framework in 2021 with the development of our recruitment principles as part of efforts to ensure a truly diverse and well-structured team. These principles have served to spur reflections on a global hiring strategy going forward.

As at the end of 2021, GSF had 15 staff members. Over the course of the year, we also employed ten interns and contracted 26 consultants, most of whom worked on the Global Reparations Study. Together, our workforce had 25 different nationalities represented, bringing a diversity of experience and perspective to our work.

**PARTNERSHIPS AND GRANT-MAKING**

**BUILDING OUR PARTNERSHIP FRAMEWORK**

A foundational aspect of GSF’s strategy is to work closely with a large network of national and international partners, who bring technical and contextual expertise and ensure varied perspectives. We believe that positive and productive partnerships are best achieved when time is taken to match expectations by defining and agreeing clear terms of collaboration.

In 2021, we developed an exhaustive partnership agreement as a basis for defining each working relationship with a partner, which can be tailored to the specifics of each individual collaboration. For the larger partnerships, this process is also supported by a due diligence process which includes a capacity assessment aimed at evaluating whether we can enter into a partnership agreement with the organisation in question, as well as identifying areas where GSF support would be needed. Such support could be related to project management, financial management, data protection, safeguarding or monitoring and evaluation.

There are different types of partnership for which GSF awards grants to partners. These include interim reparative measures projects, Global Reparations Study country studies, advocacy and events, and project impact evaluations. Funds granted are recognised as expenses in GSF accounts only when they are disbursed to the partners, which is usually done on a quarterly basis once the previous quarterly report has been reviewed and approved.

Regardless of the amount of the grant awarded, all partners regularly report on their implementation progress, with both narrative and financial reports that are reviewed thoroughly. GSF staff also visit the largest partners, in particular for the purpose of monitoring the interim reparative measures projects, which involve larger grants over longer periods.
28 new grants were awarded in 2021 (22 of which related to the Global Reparations Study), bringing the total number to 32 grants allocated to 24 partners and covering 19 countries of implementation.

The total cumulated amount awarded to partners since GSF was set up exceeded 4.6 million CHF as at the end of 2021, out of which 3.1 million CHF were already disbursed. Grants to partners represent more than 61% of the cumulated total social mission spend.

### FUNDS GRANTED TO PARTNERS

<table>
<thead>
<tr>
<th></th>
<th>Cumulated since 2020</th>
<th>2021</th>
</tr>
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<td><strong>AWARDED funds (CHF)</strong></td>
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<td>4'318'029</td>
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<tr>
<td>Number of Grants</td>
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<td>28</td>
</tr>
<tr>
<td>Number of Countries</td>
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<td>19</td>
</tr>
<tr>
<td>Number of Partners</td>
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<td>24</td>
</tr>
<tr>
<td><strong>DISBURSED funds (CHF)</strong></td>
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<td>2'875'323</td>
</tr>
<tr>
<td>Disbursed vs Awarded</td>
<td>64%</td>
<td>67%</td>
</tr>
<tr>
<td>Implementation through partners vs social mission vs total expenses</td>
<td>61% vs 64% vs 51%</td>
<td></td>
</tr>
</tbody>
</table>

### SOUND FINANCIAL MANAGEMENT PRACTICES

Sound financial management is crucial to our work and to our reputation. Over the course of 2021, we started developing key internal policies for delegation of authority, budget management and procurement. We further laid the foundations for a robust due diligence process to ensure that we work with partners who are well-equipped to manage the funding we provide and can identify any areas where we need to provide with additional support. We also laid the groundwork for a robust monitoring process to ensure that our partners manage and report properly on the use of the funding that we have awarded and disbursed to them.

This solid financial system allows for our unique flexible planning and budgeting process. Given our survivor-centred approach to interim reparative measures projects, it is not possible, ahead of time, to determine exactly when partnerships will be agreed and able to start, the number of survivors that may come forward, the time it will take to complete the survivor identification process or the type and value of interim reparative measures that will be chosen to suit the contextual needs of each survivor. To cater to this reality, we have developed a malleable approach with built-in mechanisms to enable some substantial components of a project budget to be determined and adapted as the project progresses rather than being set in advance. Doing so requires regular reporting on implementation progress and use of funds by partners, as well as updated forecasts and close review and monitoring by GSF teams.

To ensure strong oversight and accountability, a Financial Sub-Committee of the Board was set up in 2021 to oversee GSF’s finances and advise on financial matters of a technical nature.

### DATA PROTECTION

Part of respecting people’s dignity is to respect and protect their fundamental right to privacy. All people, be they survivors, staff members or other individuals whose personal data we collect and use, are entitled to expect that we treat all information they entrust to us with the utmost care and make every effort to ensure it is protected.

Survivors especially will likely share some very intimate information with us or our partners about their ordeal, their physical and mental state, and their hopes and aspirations, doing so at times in contexts where such information may put them at risk of discrimination and stigma, and in some cases may present a security risk for themselves or their loved ones. In these contexts, protection of personal data is an integral element of our duty to do no harm.

With that in mind, we carried out a full assessment of GSF’s data handling practices in Q2, 2021. Once completed, we developed our Data Protection Policy, and started work on building our data protection framework in line with global best practices and the recommendations from the assessment report.

In 2021, we received over 8 million Swiss francs (CHF) of contributions, primarily from the four governments who are our Board members. 54% of this funding was unrestricted. We have also received a large two-year grant from the European Union. Our funding is therefore still almost exclusively from public sources.

The overall level of spending was slightly lower than anticipated due to the continuation of the pandemic as well as longer times required to finalise the terms of many of the partnerships, both for interim reparative measures projects and for the Global Reparations Study.

That said, we reached a very satisfactory level of 80% of the spend dedicated to our social mission, which is a significant improvement on last year. This is mainly due to the significant increase of funds disbursed to implementing partners, which represented 51% of total GSF expenses in 2021.

2021 was the first full year of activity for GSF, having started operations in June 2020.

### INCOME

The volume of expenses was multiplied by six from 2020 to 2021, reaching 5.61 million CHF in 2021. Activities were conducted in 23 different countries across all continents, excluding secretariat operations in Europe.

2021 total expenditure
PROGRAMME IMPLEMENTATION BY PILLAR

As expected, the breakdown of programme spend (or social mission spend) between our three pillars in 2021 shows a higher level of spending for the Act pillar (57%) with the interim reparative measures projects. This is followed by the Advocate pillar (32%, incurred primarily by the Global Reparations Study, but also several advocacy events such as the survivors’ hearing in Kinshasa in November 2021), and then the Guide pillar (11%).

Funds and Result

Expenses were lower than contributions received in 2021, so when added to the remaining funds carried over from 2020 (close to 4.4 million CHF), GSF ended 2021 with a balance of almost 6.9 million CHF at year end (to be carried over to 2022). As restricted funds are to be used in priority, remaining funds are mostly unrestricted, which provides us the necessary flexibility as to future use.

SUMMARY 2021 ANNUAL ACCOUNTS (CHF)

For more detail, please refer to the separate 2021 Annual Financial Accounts Report.

Communications

Building our communications capacity was a core focus of 2021 with the intention of raising GSF’s profile to mobilise the support we need to do what we do. Such capacity allowed us to amplify the voices of survivors and share their lived realities, support our partners’ work, raise awareness and bolster efforts to improve access to reparations for survivors. As well as developing specific communications activities tailored to the needs of each interim reparative measures project, we carried out a wide variety of global communications activities, promoting our Organisation to a wider audience.

DEVELOPING OUR ONLINE PRESENCE

2021 saw the launch of the GSF website, which houses key information about our philosophy and approach, the findings of the Global Reparations Study, news about our activities and more. We also developed our presence on social media platforms, engaging more actively on Facebook and Twitter and activating our Instagram and Linkedin accounts to engage with a wider online audience and showcase GSF activities in real time.

PROMOTING KEY EVENTS

There are key international events throughout the year that are of relevance for reparations work and are an opportunity for GSF to contribute and to gain visibility. We sought to leverage these events within our communications activities in 2021. In June for example, we ran an extensive social media campaign for the International Day for the Elimination of Sexual Violence in Conflict (June 19th), which featured a selection of interviews from survivors, partners and the GSF executive team on what reparations means to them.

We also developed promotional content for the side event at the 76th UN General Assembly and the Kinshasa survivors’ hearing, as well as various other events, including posters and leaflets, press releases, social media content, audio-visual materials and photography capturing the events.
CREATING AUDIO-VISUAL MATERIALS

We produced 11 audio-visual products in 2021. A selection of these sought to convey survivors’ lived experiences in Guinea and Kenya and will continue to be used to present our work at different gatherings and events.
2021 was definitely a year to remember; a year in which many challenges were faced, and in which we developed our role in enhancing access to reparations for survivors of conflict-related sexual violence globally. By acting directly to provide survivors with co-created interim reparative measures; advocating for duty-bearers to take responsibility for providing reparations; providing expert support and information to states wishing to develop and implement survivor-centred reparations policies or programs; and communicating widely on the activities of GSF, we have begun our journey to demonstrate that reparations need not - must not - remain theoretical. They can and have to be provided in a timely manner to ensure survivors’ rights are met and lasting positive changes to their lives can follow.

Above all, 2021 will be remembered as the year in which we started to see the first results of our interim reparative measures projects and how they can truly transform survivors’ lives. It is important to ensure that such impact is of a lasting nature, and we will continue to monitor this in the long run.

In 2021, the Global Reparations Study also came into its own, providing an immense wealth of insight into each context studied and conveying clearly the needs and expectations of survivors themselves. It has quickly become evident that the value of this work reaches far beyond initial ambitions and will serve to inform our strategic decisions in the months and years to come. It was also an honour for us to be able to share this knowledge with our communities of practice in the wider reparations landscape going forward. These include ways to respond to the needs of mothers and children born of conflict-related sexual violence; the role of education as a reparative measure; the classification of all children as rights holders, including those who have witnessed sexual violence and those whose parents were subjected to it; further exploring the role of civil society; acknowledging the urgency of reparations; deepening the understanding of how they are to be implemented in fragile contexts and further exploration of how reparations are to be financed.

All in all, through a combination of real support to survivors through innovative interim reparative measures projects, creating in-depth contextual knowledge through the Global Reparations Study with the wealth of expertise of our partners, including survivors, and our active engagement in policy discussions at national, regional and international levels, GSF’s work in 2021 has been all about setting the roadmap on which we are excited to continue building in the years to come. We have laid the foundations, and now we must construct the path towards scaling-up and truly enhancing access to reparations for all survivors of conflict-related sexual violence across the globe.

We would like to thank all donors and partners who have worked with and supported us in 2021, allowing us to pursue our mission to enhance access to reparations for survivors of conflict-related sexual violence.


**Key Reflections**

2021 was a year of growth for GSF, with a significant increase in staff, partnerships and expected output. We gained considerable visibility both within the international community and at regional and national levels. With that visibility came a lot of momentum for action, and we found ourselves stretched a little thin at times. But with the fantastic efforts from the team who showed immense resilience and dedication, we were able to deliver on our ambitions, acknowledging that we needed to expand our team. This is something we focussed on doing in the last quarter of 2021.

The rich and varied nature of our 2021 activities has allowed us to identify specific questions and topics that require further attention within the wider reparations landscape going forward. These include how to respond to the needs of mothers and children born of conflict-related sexual violence; the role of education as a reparative measure; the classification of all children as rights holders, including those who have witnessed sexual violence and those whose parents were subjected to it; further exploring the role of civil society; acknowledging the urgency of reparations; deepening the understanding of how they are to be implemented in fragile contexts and further exploration of how reparations are to be financed.

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We would like to thank all donors and partners who have worked with and supported us in 2021, allowing us to pursue our mission to enhance access to reparations for survivors of conflict-related sexual violence.
“Our cooperation with the Global Survivors Fund is part of France’s feminist diplomacy and our resolute action to further the rights of women and girls around the world. In all international fora, we endeavour to place survivors of sexual and gender-based violence at the centre of our priorities. This is exactly what motivates us in GSF’s work: its survivor-centred approach across all the interim reparative measures projects implemented in the field. Since 2019, we are proud to support GSF’s mission and approach, which is both innovative as it is truly led by survivor input, and visionary in that it brings hope and stability in the countries concerned.”

Ministry of Foreign Affairs in France

“It is thanks to our valuable partnership with the Global Survivors Fund that we have been able to truly advance the cause of survivors in Guinea. 2021 was a pivotal year for the community. Our work resulted in a very tangible implementation of all individual interim reparations measures. The impact of such work on the survivors’ health and quality of life, and their renewed confidence are extraordinary. This work has also served to strengthen the cohesion of the group, the most beautiful examples of which were the book of collective testimonies and the construction of the survivors’ centre. None of this would have been possible without the determination of the survivors and the trusting partnership we have built with GSF.”

Association des Victimes, Parents et Amis du 28 septembre 2009 (AVIPA)