

2023-2028

# STRATEGIC PLAN



**PANZI**  
**FOUNDATION**

# Message From Our President

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I am immensely proud of what Panzi Hospital and Foundation has been able to accomplish since we first opened our doors in 1999. Our institutions have established themselves as centers of excellence for the treatment of survivors of sexual violence, both in the Democratic Republic of Congo and beyond. As a result, over one hundred thousand women and girls have received quality care from our providers -- enabling them to transform from victims into survivors.

I can only hope that in the future, our expertise becomes unnecessary -- that sexual violence becomes a tragic memory in our past, and an antiquated weapon of warfare. But unfortunately, our work is not yet done: as violence continues to rage on in eastern DRC, a steady stream of victims flows into our facilities each day.

We are committed to providing each and every one of them with the care they deserve, and as we look forward to the next five years of our work, we recognize that this responsibility must be coupled with plans to expand. I have tremendous faith in our partners and friends, who I hope will support us in this ambitious but necessary effort to reach as many survivors as we can.

Thank you.



**DR. DENIS MUKWEGE**

*PRESIDENT AND FOUNDER, PANZI HOSPITAL AND FOUNDATION  
2018 NOBEL PEACE PRIZE LAUREATE*



## OUR VISION

A world free from  
sexual & gender-  
based violence.



## OUR MISSION

Panzi reduces the prevalence and impact of sexual and gender-based violence through holistic care and community outreach to promote a more equitable and dignified future for all.





**WHERE  
VICTIMS  
TRANSFORM  
INTO  
SURVIVORS**

# The Challenge

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The eastern region of DRC has been embroiled in conflict for over 25 years. It is the largest humanitarian disaster since the Second World War: more than 6 million Congolese have been killed, with millions more displaced.

This is partially due to the nation's vast mineral resources. Armed militia groups utilize brutal violence -- including sexual violence -- to gain control over the communities where these lucrative minerals are located.

As the incidence of sexual violence has skyrocketed, access to services has become even more strained -- leaving countless survivors with limited access to care or justice.

**Rape is used as a *weapon of war* to destroy communities and assert dominance.**



# 1,176,882

**estimated  
number of  
women and girls  
(over the age of  
15) who have  
experienced  
sexual violence  
in eastern DRC**



*\*Enquête Démographique et de Santé en  
République Démocratique du Congo*

**SURVIVORS  
DESERVE  
HOLISTIC  
CARE.**



# Our Model

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The Panzi Model is a world-renowned four-pillar holistic healing model that seeks to meet the full spectrum of needs for survivors of sexual violence. The four pillars are:



# HOLISTIC MODEL SUCCESS 2018-2022



**4**

PANZI  
OSC



**91**

PARTNER  
OSC



**360**

MOBILE  
CLINICS\*



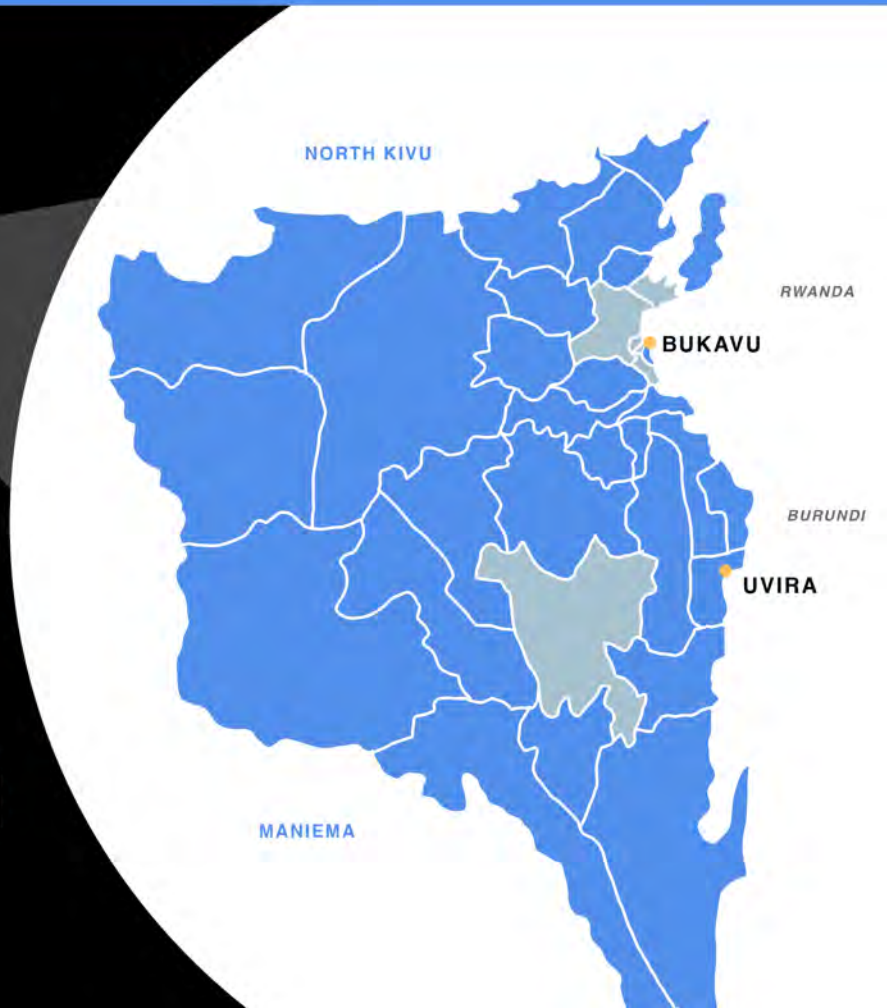
**48**

REFERRAL  
CENTERS

*\*medical, surgical and emergency clinics*



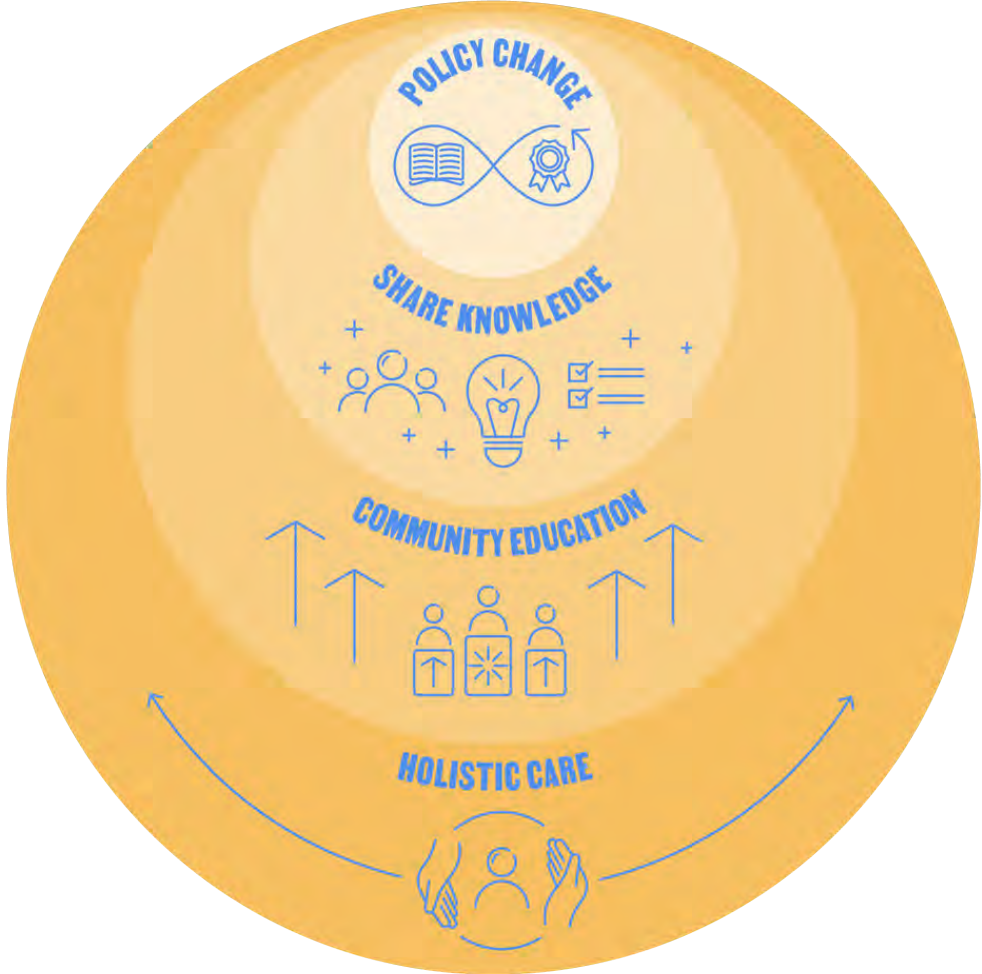
**28 HEALTH ZONES  
SUPPORTED  
ACROSS THE SOUTH  
KIVU REGION**



# Our Theory of Change

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We believe that providing holistic care to survivors of sexual and gender-based violence and educating the communities that they come from will ultimately transform society, largely through knowledge dissemination and policy change.



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## **POLICY CHANGE**

Advocacy for institutional and/or societal reform

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## **SHARE KNOWLEDGE**

Training and distribution of knowledge, tools, and resources

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## **COMMUNITY EDUCATION**

Activities that promote a just, fair, and inclusive society that is free from violence

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## **HOLISTIC CARE**

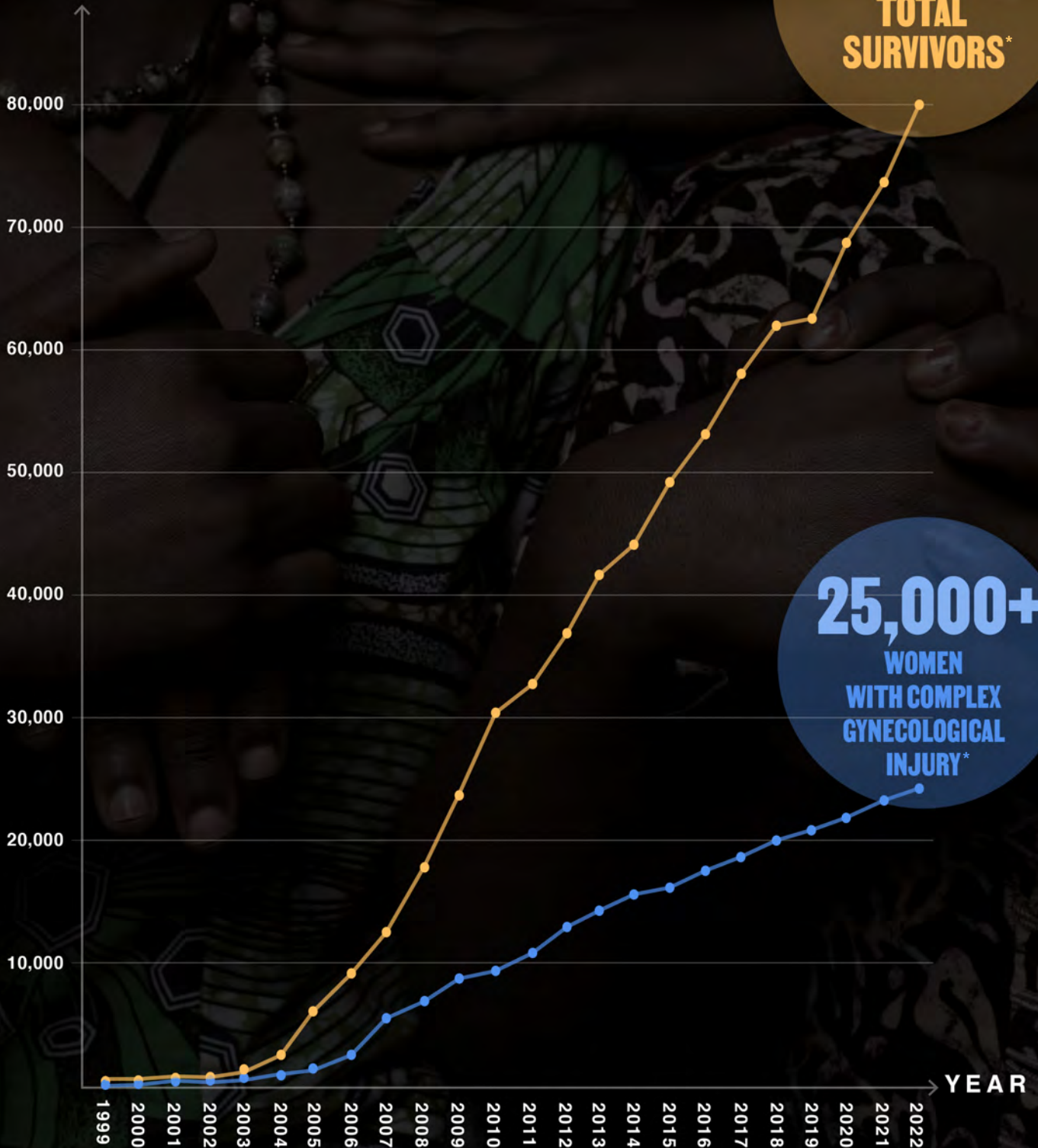
Provision of medical, psychosocial, legal and socioeconomic support to survivors

# OUR IMPACT

NUMBER OF WOMEN (CUMULATIVE)

**80,000+**  
TOTAL SURVIVORS\*

**25,000+**  
WOMEN WITH COMPLEX GYNECOLOGICAL INJURY\*



\*\* treated medically

Our approach has always been “**survivor centered,**” even though we didn't call it this at the beginning. It means that **we treat each case individually** and **recognize that there is no one-size-fits-all approach** to dealing with the consequences of sexual violence.

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DR. DENIS MUKWEGE  
The Power of Women

# Strategic Goals

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Looking forward to the next five years, we hope to build upon the trusted reputation we have developed in the communities we serve. With hundreds of thousands of beneficiaries, in communities across DRC, Panzi Foundation has established itself as a key actor in the region since its inception in 2008. We have trail-blazed a path for Congolese NGOs – showing that high-quality services can be delivered by local actors, not just international ones. We have much to be proud of, but as we look to the future, we are focused on continuous improvement as well as expansion.

1

**STRATEGIC  
EXPANSION OF  
HOLISTIC CARE**

2

**REFINED  
UNDERSTANDING  
OF IMPACT**

3

**FURTHER  
COLLABORATION  
WITH PARTNERS**

4

**DEVELOPMENT OF  
TRANSFORMATIVE  
PROGRAMMING**

5

**ACTIVE  
ADVOCACY FOR  
POLICY CHANGE**



# 1

## STRATEGIC EXPANSION OF HOLISTIC CARE

The ongoing conflict and accompanying high incidence of sexual violence in DRC has resulted in staggering numbers of survivors of sexual violence. Even conservative estimates point to hundreds of thousands of new victims every year. Unfortunately, this epidemic is accompanied by a lack of access to health care in seemingly every corner of the country. According to the Universal Health Coverage (UHC) Service Coverage Index, which measures access to essential services including reproductive, maternal, newborn and child health, infectious diseases, non-communicable diseases and service capacity and access, DRC scores in the lowest 6% of the world.

In response to this epidemic of sexual violence, Panzi Hospital & Foundation have developed a highly successful model of care that is currently deployed at our four Panzi One Stop Centers, but also in dozens of other health structures across the country. The demand for these services is much greater than our ability to meet them, however.

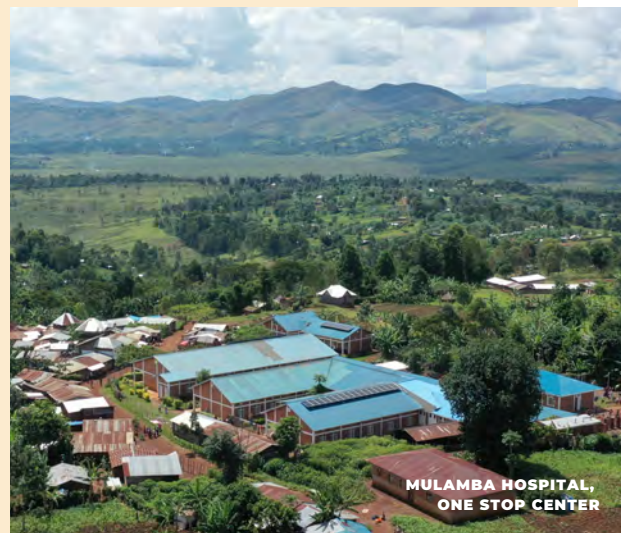


### WHAT IS A ONE STOP CENTER?

A One Stop Center is an implementation of holistic care which offers all four pillars of holistic healing within a single system, most commonly under one roof or through one entry point.

This model directly addresses the challenge that many survivors of sexual violence face in accessing comprehensive and high-quality care.

OSCs are often integrated into existing health care structures to avoid isolating survivors and reduce the risk of stigmatization.



# 1

## STRATEGIC EXPANSION OF HOLISTIC CARE

Human Rights Watch reported that fewer than 50% of rape victims have access to basic medical facilities. According to the Gender-Based Violence (GBV) Sub Cluster in DRC, only a handful of providers offer holistic care, and the number that provide multiple pillars under one roof is even lower.

**We are determined to change this, and fill the care gap.**

**ACCORDING TO MSF DATA FROM 2020 SURVIVORS OF  
SV IN DRC RECEIVED THE FOLLOWING:**



**25%**

Received  
medical care



**5%**

received  
psychosocial  
assistance



**15%**

received legal  
assistance



**0.5%**

benefited from  
socioeconomic  
reintegration



# 1

## STRATEGIC EXPANSION OF HOLISTIC CARE

We need to change this. We believe that every survivor has a right to quality holistic care.

That is why, over the next five years, we seek to strategically expand holistic care coverage in DRC. Between 2023 and 2028 we seek to achieve the following outcomes in our goal to expand holistic care coverage.



### KEY OUTCOMES



**One** new Panzi One Stop Center is built & operational

01

**Ten** new Partner One Stop Centers are operational

02

**Ten** new health zones are targeted for mobile clinics

03

## 2

## REFINED UNDERSTANDING OF IMPACT

Panzi Hospital & Foundation have worked for over 20 years to fill in the gaps left by decades of conflict and neglect. With over 80,000 survivors treated, it is clear that demand for our services remains high - as sexual violence continues, and lack of access to care persists.

So much of what we do and have done has been triage: **the sheer number of survivors and staggering lack of care has left us scrambling to provide access to quality services to as many survivors as possible.** It has only been in recent years that we have been able to step back, take a breath, and start to evaluate what we have done, and continue to do, with a more critical lens.



“  
**TO REDUCE SEXUAL  
VIOLENCE, WE NEED ACTION  
AND COMMITMENT ALL THE  
WAY DOWN THE PYRAMID OF  
POWER IN OUR SOCIETIES,  
FROM THE TOP TO THE VERY  
BOTTOM.**

DR. DENIS MUKWEGE, *THE POWER OF WOMEN*

# 2

## REFINED UNDERSTANDING OF IMPACT

This is why in the next five years, we want to better our understanding of the sustainability and impact of the Panzi Model of Holistic Care within the communities we serve -- in terms of health and wellbeing for survivors as well as the social dynamics that highlight these results.

**We want to ensure that our programming results in a positive impact for our survivors, as well as their communities.**

That is why we are committed to completing an institutional impact assessment during the next five years. We are committed to fostering sustainable and transformative change for survivors and their communities. We hold ourselves accountable to this mission and strive to achieve the following outcomes between 2023 and 2028 in pursuit of our goal:



## KEY OUTCOMES



**A rigorous institutional impact analysis** is completed

01

**Learnings are applied** to strategic and programmatic decisions

02

# 3

## FURTHER COLLABORATION WITH PARTNERS

Panzi is best known for our Holistic Model of Care. And while most of our programming centers around this, we have also quickly become one of the largest Congolese organizations in the east of the country. For this reason, we have gained the trust of valued partners and funders all around the world – all of whom share the same goal that we do – to provide our survivors and beneficiaries with the tools to transform their communities, and eventually, the Congo at large. As a result, in addition to our holistic care programming, we have also executed, and hope to continue to execute, programs in other domains as well.



### PROJECT SPOTLIGHT

We have recently begun a project with the to assist survivors and other vulnerable women in the growing, transforming, roasting, and selling of coffee. While we have expertise in-house at Panzi Foundation for the agricultural aspects of coffee production, we do not have experience roasting or selling the final product.

For this reason, we have recently partnered with a coffee company based in Goma. The company has a local roasting facility and even has a coffee shop where baristas expertly craft frothy cappuccinos. Survivors and other vulnerable women will be trained over the next few years to become experts in the roasting process, as well baristas.



# 3

## FURTHER COLLABORATION WITH PARTNERS

One of the ways we have been able to do this is through partnering with other Congolese NGOs, companies, and civil society organizations. Partnering with other local institutions allows us to expand our reach, without compromising efficiency or efficacy. Perhaps more importantly, it also enables us to build relationships, trust, and social capital in communities where we work.

**We are committed to providing survivors with the quality services that they deserve, but also helping to transform their communities as well, and we cannot do this alone.**

Over the next five years, we seek to not only continue collaborating with our existing partners in the DRC, but also to expand our network of partner organizations and companies.



## KEY OUTCOMES



System for new partnerships is established

01

Increased number of partnerships

02

# 4

## DEVELOPMENT OF TRANSFORMATIVE PROGRAMMING

A core goal of our holistic model for many years was to reintegrate survivors into their communities with as little stigma as possible. This meant providing them with medical care to heal any wounds and cure any ailments; offer emergency psychological assistance to address the significant trauma they experienced; provide access to legal services to safeguard the search for justice; and finally, to offer trainings and livelihood programs that ensure that survivors can survive, independently, if need be.

This goal is still very much a reality for many of our survivors and program participants. But 20+ years into this work, we are acknowledging that our programming can and should go beyond simple reinsertion, when the survivors wish to do so.



### PROJECT SPOTLIGHT



Sexual violence is strongly linked to the battle for control of mineral wealth in the DRC. Rape, assault, and other forms of sexual and gender-based violence (SGBV) are used as war tactics to control mines and smuggling routes.

In 2020, Panzi began the Jewelry Project which seeks to transform the lives of survivors and beneficiaries via dignified and highly-skilled employment, but also seeks to transform the society itself by developing economic models in the artisanal and small-scale mining sector that benefit women, instead of harming them.

# 4

## DEVELOPMENT OF TRANSFORMATIVE PROGRAMMING

**Empowered women empower other women. We believe that survivors can change the world.**

For this reason, in recent years we have begun to develop what we call *transformative programming*. Transformative programming refers to our interventions that not only aim to enhance opportunities for survivors or participants but also strive to bring about significant societal transformation.

We are committed to expanding our transformative programming in the next five years and ensuring that survivors have the opportunity to return to their communities if they so choose, but also to change those communities in the process.



## KEY OUTCOMES



**12 cooperatives** are established with **300 corresponding jobs**

01

Economic development initiatives accompanied by **improvement of social objectives**

02

5

## **ACTIVE ADVOCACY FOR POLICY CHANGE**

Advocacy in communities where we work is at the heart of our Holistic Model of Care. **It is essential to ensuring that survivors and their children are not only accepted, but they are respected.** Furthermore, advocacy is necessary to lay the building blocks for social cohesion and peace.

In addition to community-level advocacy, Panzi, often through our founder and President, Dr. Denis Mukwege, is a prominent voice in the pursuit of justice and the defense of human rights. We believe that in order to reach our goal of a peaceful and violence-free Congo, we must advocate for policy change at the provincial, national, regional, and international levels.

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**LET US HAVE THE COURAGE TO REVEAL  
THE NAMES OF THE PERPETRATORS  
OF THE CRIMES AGAINST HUMANITY  
TO PREVENT THEM FROM CONTINUING  
TO PLAGUE THE REGION...LET US HAVE  
THE COURAGE TO TELL THE TRUTH,  
TO REMEMBER AND COMMEMORATE.**

**DR. DENIS MUKWEGE, NOBEL PEACE PRIZE LECTURE**





# 5

## ACTIVE ADVOCACY FOR POLICY CHANGE

As part of our international advocacy efforts, we collaborate with organizations that share our vision and principles. Our central focus is to champion the rights and well-being of survivors of conflict-related sexual violence. This encompasses a range of initiatives, such as advocating for reparations, advancing transitional justice, and bolstering legal frameworks and safeguards for survivors.

Over the next five years, we hope to continue ongoing advocacy efforts to effect change in DRC and beyond. We also seek to remain current and vigilant with advocacy efforts as they arise.



## KEY OUTCOMES



**Follow-through on reparations** promises by DRC government

01

**DRC Survivor Movement expands** into other provinces and membership increased

02

**Establishment of transitional justice mechanisms** with DRC government and other partners

03

# STRATEGIC PLAN

## STRATEGY

## OUTPUTS

## OUTCOMES

## TARGETED SDGS



### STRATEGIC EXPANSION OF HOLISTIC CARE

1. Construction of 1 new Panzi OSC
2. Implementation of the partner OSC model in 10 new health structures
3. Execution of mobile clinic and surgical mobile clinic missions in 10 new health zones

- Improved access to holistic care
- Improved health and wellbeing for survivors of sexual violence
- Increased capacity of health care providers

- (3) Good health and wellbeing
- (5) Gender equality
- (8) Decent work and economic growth
- (10) Reduced inequalities
- (16) Peace, justice, and strong institutions



### REFINED UNDERSTANDING OF IMPACT

1. Completion of impact analysis
2. Implementation of impact analysis findings within programs

- Improved understanding of the short- and long-term, intended and unintended, direct and indirect changes resulting from our projects and interventions
- Improved internal impact measurement practices

All SDG targets, as listed above and below for other strategy categories



### FURTHER COLLABORATION WITH PARTNERS

1. Establishment of system for new partnerships
2. Increased number of partnerships

- Increased efficacy and efficiency (without compromising reach)
  - Increased respect and legitimacy in the community
  - Increased impact on community sustainability
  - Improved south-south collaboration
- Enhanced relationships and social capital in the community/region

- (17) Partnerships for the goals
- (10) Reduced inequalities
- (11) Sustainable cities and communities



### DEVELOPMENT OF TRANSFORMATIVE PROGRAMMING

1. Establishment of 12 cooperatives with 300 corresponding jobs
2. Economic development initiatives accompanied by improvement of social objectives

- Increased quality employment opportunities
- Increased social cohesion in the communities where we work
- Decreased social and economic inequalities

- (5) Gender equality
- (8) Decent work and economic growth
- (10) Reduced inequalities
- (9) Industry, innovation and infrastructure
- (1) No poverty
- (11) Sustainable cities and communities



### ACTIVE ADVOCACY FOR POLICY CHANGE

1. Follow-through on reparations promises by DRC government
2. Development of more programs for Transitional Justice
3. Expansion of survivor movement into other provinces and membership is increased in existing provinces

- Increased access to justice for survivors of sexual violence
- Improved community healing
- Increased recognition of victims
- Enhanced respect for human rights and the rule of law
- Improved efficacy of violence prevention

- (5) Gender equality
- (10) Reduced inequalities
- (16) Peace, justice and strong institutions



SUSTAINABLE DEVELOPMENT GOALS



**PANZI FOUNDATION**

1120 20th St NW, Suite 500 N  
Washington, DC 20036

Mushununu, Q. Panzi  
Bukavu 266

[www.panzi.org](http://www.panzi.org)

**PANZI**