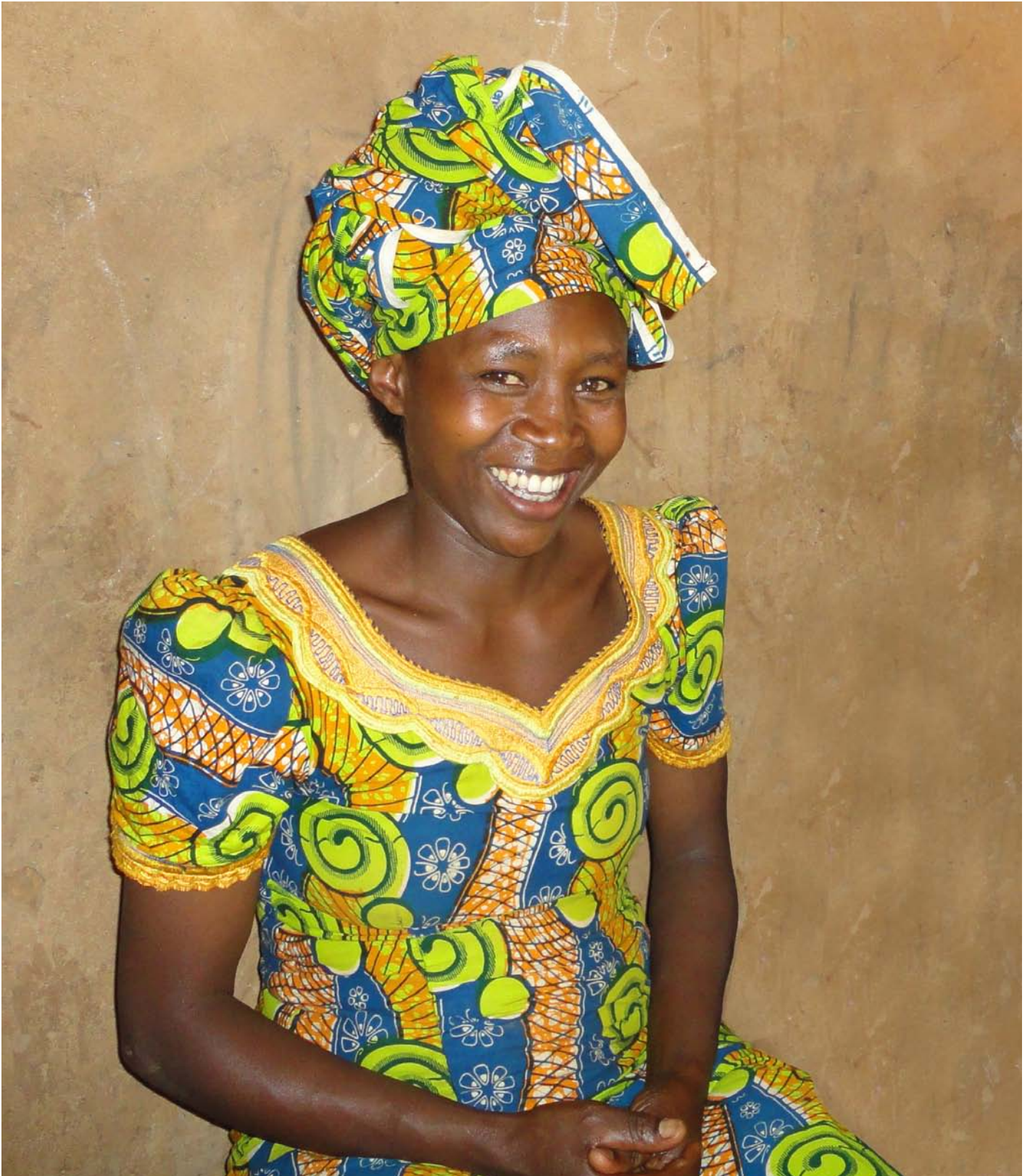


# MUKOMEZE FOUNDATION

## ANNUAL REPORT 2015



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**Text** Mukomeze Foundation (September 2016) - Anne-Marie de Brouwer, Eefje de Volder, Freek Dekkers **Translation** (Dutch-English) Joe Braddock and Werner Strauss **Design & Layout** Gerben Snijder **Photography** Mukomeze Foundation **With special thanks to** all sponsors, donors and volunteers for their generous contributions to the work of the Mukomeze Foundation. The people in the photographs in this annual report are all supported by or are active in the Mukomeze Foundation and/or our partner organisation, Solace Ministries.



We are proud to present you with the sixth annual report of the Mukomeze Foundation.

The Mukomeze Foundation stands for the 'strengthening' or 'empowerment' of women who were exposed to sexual violence during the Rwandan genocide in 1994 and who still today suffer the aftermath of that event. Together with these women and our partner organisation in Rwanda, Solace Ministries, we are working towards 'empowering' them in many areas: physical, psychological, material, social, economic and spiritual. Although these women have experienced the most terrible things and had little hope of a future with dignity, in 2015 we have again been able to see with our own eyes that any form of support and attention, no matter how small, makes a difference.

In the autumn of 2015, we travelled to Rwanda with a small group of Board members. We were there to celebrate the 20th anniversary of Solace Ministries. Together with other international partners and staff and beneficiaries of Solace Ministries we reflected on the impact of the work carried out by Solace Ministries over the past 20 years. We were also able to give 8 cows to women from the Mugina community as part of Mukomeze's cow project in 2015. The aim of this project was to give 23 cows to 23 women from various communities and to empower them in this way.

In 2015, we saw an increase in the number of sponsorships and were able to continue a number of existing projects and start some new ones. The Mukomeze Foundation also enjoyed some exposure in the media and carried out a large number of activities. One activity deserving special mention was the launch of Mama Lambert's book – Mama Lambert is a trauma therapist at Solace Ministries. Her book *For those who do not believe in miracles* was launched on 7 December 2015 in Tilburg and was part of a symposium on 'justice, forgiveness and reconciliation'. The book launch was attended by Mama Lambert herself and Hans Dekkers who chronicled her story over a period of two years.

Mama Lambert is a very special and strong woman. After having survived the genocide, she and 3 of her 8 children faced the near impossible task of rebuilding their lives. She found the strength to carry on by going to Solace Ministries, where she could talk to fellow-sufferers about what had happened to her. These days she is a trauma therapist at Solace Ministries and has for years been a tower of strength to many genocide survivors. Day in and day out she counsels widows and orphans, many of whom have survived sexual violence. Through individual and group counselling sessions provided by Mama Lambert, these women and children are able to find the strength and courage to continue with their lives. What's more, they also need some encouragement and a helping hand to regain their independence.

Mukomeze is able to provide this. As testimony to this, 8 women left the Mukomeze sponsorship programme in 2015 because they managed to regain their independence and dignity and created future prospects for themselves. And this is our ultimate goal: to give the women that little push to get them on their way to becoming self-reliant.

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That said, it is not only the women in Rwanda who have changed through our support – they have also changed us. We are honoured to have the opportunity to get to know them!

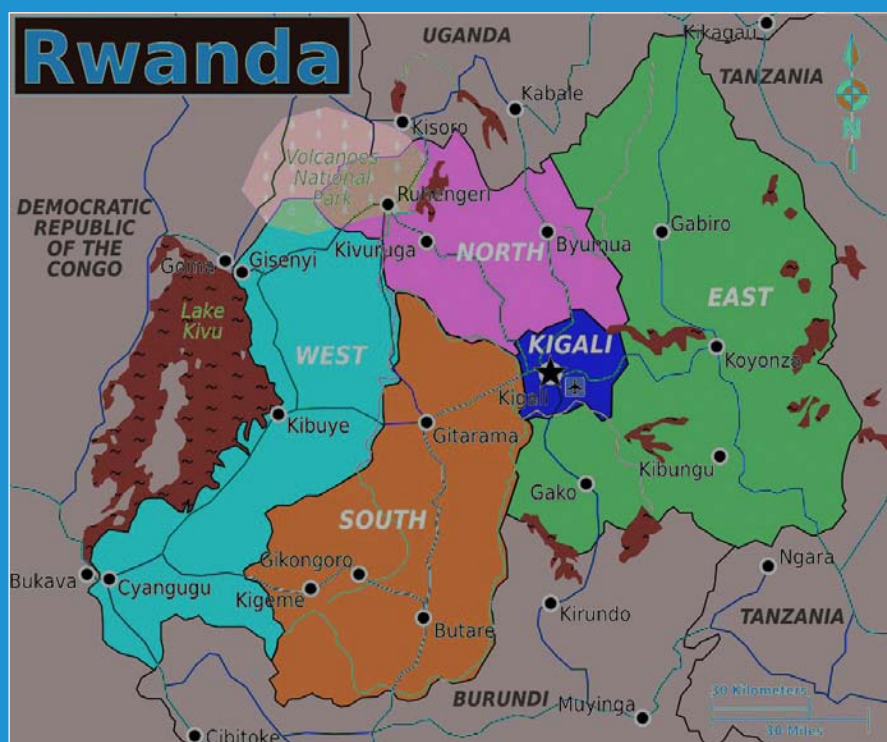
Together with our donors, sponsors and volunteers we have already accomplished a great deal as a foundation, but we should not forget that there are still many women in Rwanda who need our and your support.

We are committed to helping them and hope that we will be able to continue to do this with your support.

Thank you very much, or as they say in Rwanda *Murakoze cyane!*

Anne-Marie de Brouwer

Chairperson of the Mukomeze Foundation

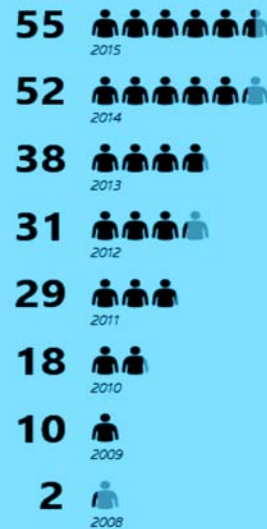


At the end of 2015, 55 persons (54 women and 1 man) were sponsored by people from the Netherlands, Belgium and Australia (at the end of 2014, 52 persons were sponsored). Since the establishment of the Foundation, the sponsorships of thirteen people have been terminated (eight of them in 2015), mainly as a result of their empowerment (our aim). This means that, by the end of 2015, a total of 68 people were supported by the Mukomeze sponsorship programme (current and completed sponsorships).

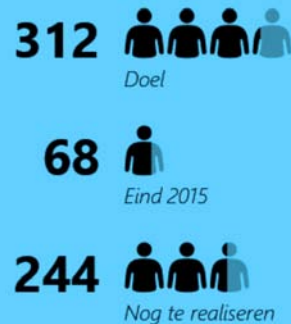
Rwandan survivors of sexual violence put the sponsor contributions to use in many different ways. For example, they may use the contributions to follow a training course, repair their house, pay for school supplies and fees for their children and/or the orphans they care for; buy a goat or a cow, or set up a small business to provide an income and cover basic needs. The ultimate aim is for them to become independent again.

In 2015, a total of €19,697 was given in sponsorships. In 2014, this was €15,765.

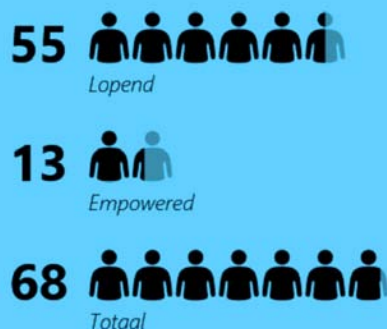
## Current sponsorships



## Sponsorships to be secured



## Total sponsorships in 2015







'Allow me to thank you for the support that you have always sent me. I did not have a good life and had nothing and after getting funds I managed to do business and built my own house that I am renting. Even though I don't rent for a lot this money helps me to buy the necessary things for the children. You really helped me so much. I feel comforted and although the support is going to stop, I feel that life is no longer very bad like before you started to support me. I was able also to buy a garden where I plant green vegetables.'

*A letter from a sponsored woman to her sponsor after she had left the sponsorship programme on account of having been empowered (May 2015)*

'I would like you to know that am very thankful for the support that you send me. It was very useful, especially in my daily life. There are also other tangible things that I gained due to the support, for example, I was able to buy a piece of land for cultivation and this also helped me in rebuilding my house. These days it is helping me educating my children. I want to thank you so much and may God bless you. Recently, I had been sick of malaria but I got medicine and I am alright now. Let me say bye by wish you a good life. N.B: The support found me in a very bad condition. I was hopeless and poor but after getting support, I got out of this. In other words, the support was very useful for me.'

*A letter from a sponsored woman to her sponsor after she had left the sponsorship programme on account of having been empowered (May 2015)*





## What went well in 2015

- The number of sponsorships increased by 21% in 2015 (as compared to 2014), which meant that more women could be supported.
- Eight women left the sponsorship programme because they were empowered. In the majority of cases, the people who sponsored these women then go on to sponsor a different woman.
- The living conditions of the women and their family members have improved. The people in the sponsorship programme are doing much better than before the sponsorship and are well on their way to becoming empowered.

## What can be improved in 2016

- Recruitment of even more new sponsors through more active and focussed campaigns. It is important for potential sponsors to be made aware that partial sponsorship of a Rwandan woman is also possible (that is a donation of part of the EUR 30 per month).
- Together with our partner organisation, we must continue to discuss what exactly 'empowerment' of survivors of sexual violence means in practice. How can this be achieved in the relatively short period of a sponsorship and how can the best arrangements be made with the women themselves?
- Thinking about how we can stay in touch and continue to build on our relationship with the women who leave the sponsorship programme.



# Projects

## Projects started before 2015: completed or ongoing in 2015

### *University Project II*

In 2013 a student began her university education, funded by an individual sponsor. In 2015 she successfully completed her second year. This project will run until school year 2016-2017.

### *Rusatira community development fund*

Thanks to funding from Soroptimistclub Bommelerwaard, Mukomeze was able in 2014 to launch a development fund for the largely agricultural Rusatira community. The fund allows individuals from the community the chance to take out small loans to ensure that they can conduct their agricultural activities or other business activities. This provides additional revenue, the expansion of economic activities and greater independence, which contributes to the empowerment of the community. In the first round 42 women availed themselves of a loan in order to set up their own company (5 women) or to professionalise their agricultural activities (37 women). In 2015, of the company loans 65% had been paid back and of the agricultural loans 70% had been paid back, meaning that a new round of loans can be realised. In this way the Rusatira community will be able to continue to develop.

## Projects started in 2015

### *Masters programme students*

Two students, benefiting from funds from the Westeinde Foundation, have successfully completed their Bachelors degree and the first year of their two-year Masters degree. For the final year of the Masters, Mukomeze went looking for a new donor. In 2015 the Sisters of Love ('Zusters van Liefde') declared themselves willing to finance the final year of the two-year Masters degree for both students. One of the students successfully completed her Masters degree in September 2015. The other student began later. She is expected to graduate in October 2016.

### *Cow Project II*

After the signing of a contract in 2014 with Impulsis and the municipality of Breda to launch a second cow project, a start was made in 2015 with the implementation of the project. The goal was to distribute 15 cows among women selected by Solace Ministries, who would then give the first female calf born to another woman from the community where they live. In order to realise this project a total of €15,000 was needed, consisting of €5,000 from Impulsis, €5,000 from the municipality of Breda and €5,000 from Mukomeze. Mukomeze doubled its contribution in 2015 (€10,000; through the Loosco Fund Foundation and 'De Leestafel'), generating a total of €20,000 and were able to help a larger group of women. Additionally, due to the favourable cost, Solace Ministries was able to acquire more cows than anticipated, resulting in the distribution of 23 cows, rather than 15 cows, in the summer and autumn of 2015.

In 2015 the total amount allocated to projects was €24,459 (in 2014 this figure was €5,792).





## What went well in 2015

- Through active fundraising, Mukomeze was able to find donors prepared to finance projects (the cow project and the masters programme students).
- This year, Mukomeze realised the largest project in a year, namely the second cow project, which did not only result in the distribution among the women of the 20 cows budgeted, but 23 cows.

## What can be improved in 2016

- Commit more actively to projects because the number of projects being realised annually is decreasing.
- Make more efficient use of Mukomeze's capacity so that we can respond more proactively to projects.
- Improve the intermediate communication concerning projects with our partner organisation Solace Ministries. Communication regarding projects is currently largely restricted to the reporting time, meaning that unforeseen circumstances are not always punctually reported to Mukomeze and we are not always able to communicate these on time to our donors.



# Activities and media exposure

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## Activities in 2015

The activities that took place in 2015 and in which the Mukomeze Foundation was involved follow in chronological order. For a more extensive explanation of these activities we refer you to our website and/or Facebook page. For activities, such as lectures, we ask for a donation, which is then put to use for the benefit of the women of Rwanda.

### 4th November 2014 to 6th January 2015

Exhibition 'The men who killed me: the strength of genocide survivors', with photographs by Samer Muscati, in the exhibition space of the De Ring Foundation at the town hall in Epe. The opening of the exhibition took place on 5th November with, amongst others, a lecture by Pinar Okur and alderman Jan Aalbers (Art and Culture).

### Background information on the exhibition

The book 'The Men Who Killed Me' is a collection of 17 first hand accounts of survivors of sexual violence during the genocide in Rwanda, illustrated with photo portraits of these survivors. The book was published by Douglas & McIntyre (Canada) in 2009 and was written by Anne-Marie de Brouwer (chair of the Mukomeze Foundation) and the Canadian Sandra Ka Hon Chu (member of the International Advisory Board of the Mukomeze Foundation). The Canadian photographer and lawyer Samer Muscati took the photographs for the book. The authors' royalties go via the Mukomeze Foundation to Rwandan survivors of sexual violence. In 2015 a great number of people, whose stories are featured in the book, received a sponsorship through the Mukomeze Foundation. The book was also published in 2011 by Wolf Legal Publishers in Dutch under the name 'De mannen die mij hebben vermoord'. The Mukomeze Foundation has available two photography exhibitions named 'The men who killed me: The strength of Rwandan genocide survivors' – based on the book of the same name – created by the Mukomeze Foundation to effectively make people aware of the crimes of sexual violence that occur in conflict situations and the impact that they have.

From these stories and Samer Muscati's photographs of these survivors not only the pain and suffering that they have had to go through are captured, but also their strength and perseverance. Samer Muscati's photos are also for sale; the proceeds go, just as with the proceeds for the hiring of the photography exhibition, to the Mukomeze Foundation.

### 22nd January 2015

Anne-Marie de Brouwer gave a lecture to 15- to 17-year-olds at the Beatrix College in Tilburg at the invitation of lecturer Marieke Hopman as a part of her International Law course. As preparation they had read a witness account from the book 'De mannen die mij hebben vermoord' ('The Men Who Killed Me') and we spoke about the lives of these genocide survivors of sexual violence.

### 29th April 2015

Mama Lambert (the trauma therapist with our partner organisation Solace Ministries in Rwanda) spoke at the invitation of Veritas Forum and Academic Forum (Tilburg University) in the Netherlands at the symposium about 'Injustice and Forgiveness'. More than 300 people were in attendance. Mama Lambert spoke openly about how she coped with the loss of her family members during the genocide and how she eventually managed to forgive their killers and to help other survivors to move on with their lives. During this special and inspiring evening, as well as Mama Lambert, Jean Pierre Karabaranga (Ambassador of Rwanda in the Netherlands), Allan Moore (Lecturer in criminology and criminal justice at the 'School of Media, Culture and Society' at the University of the West of Scotland) and Riël Vermunt (Associate professor in social and behavioural psychology at the University of Leiden) were also present to speak about this topic. Professor Rianne Letschert (INTERVICT, Tilburg University) led the gathering. There was also a commemoration of the 21st anniversary of the genocide. During this gathering, Mukomeze showed its recently released short introduction video for the first time.



### May 2015

Patrick Cammaert (member of the international advisory board) was in Rwanda for work and whilst there he met, besides colleagues from our partner organisation, the two women who he had recently started sponsoring with money raised on the occasion of his birthday, i.e. donated in lieu of a gift.

### 6th May 2015

Closed meeting with the Mukomeze board, partners and volunteers, and Mama Lambert, in honour of Mama Lambert's visit to the Netherlands.

### 31st May 2015

Wil Resing (one of our sponsors) this year also participated in the Brussels 20km and in so doing — besides generating publicity for Mukomeze by wearing a Mukomeze shirt — raised €930 for the women in Rwanda.

### 10th June 2015

Participation in a meeting of the Breda Volunteers Café in Petting Farm de Sik in Breda. Fundraising was on the agenda of this meeting.

### 28th July 2015

Volunteer Christine van Noort spoke in the church in Maarn about her experiences in Rwanda and the impact of the work of Solace Ministries and Mukomeze on the survivors of the genocide.

### September 2015

Anne-Marie de Brouwer and Freek Dekkers were in Rwanda during the celebration of the 20-year existence of Solace Ministries. Together with other international partners and personnel of Solace Ministries and all beneficiaries the 20 years of Solace Ministries was marked. We also gave away eight cows to women from the Mugina community; this was part of the Mukomeze cow project 2015, in which 23 cows in total were given to 23 women from different communities with the objective of empowerment.

### 10th October 2015

One of our sponsors, Rianne Letschert, during a work trip in Rwanda (once again) met the woman she sponsored for many years and who is now empowered.

### 21st October 2015

Lecture by Eefje de Volder for 16- and 17-year-olds at the Beatrix College in Tilburg about the genocide in Rwanda, causes and consequences, including the sexual violence. The lecture was one of a series of lectures about the United Nations, human rights and children's rights, created by Marieke Hopman.

### 7th December 2015

Book launch of Mama Lambert's 'Voor wie niet in wonderen geloof' and 'For those who do not believe in miracles' (Wolf Legal Publishers, recorded by Hans Dekkers) in the Black Box at Tilburg University. The book launch formed part of a symposium with 'justice, forgiveness and reconciliation' as its theme. Speakers were: Mama Lambert, Lieve Troch, Hans Dekkers, Rianne Letschert, Ted Strop-von Meijenfeldt, Willem-Jan van der Wolf, Herbert Ndahiro and Anne-Marie de Brouwer. The symposium was organised by: Platform Vrouwen & Duurzame Vrede (Women & Lasting Peace), Mukomeze, Wolf Legal Publishers, INTER-VICT and the Dutch Foundation of Religious against Trafficking in Women.

### 9th-10th December 2015

Present with a booth at the European Parliament in Brussels (by invitation), we spent two days selling handicrafts made by Rwandan women. Mama Lambert was also present and she was also able to bring to public attention and sell her recently published book.

### 10th December 2015

A Gathering in the Maranatha students' church in Tilburg (on the international Human Rights Day), where Mama Lambert told the pastor and the Tilburg students her story of survival and recovery.

## Media Exposure 2015

Below follows in chronological order of appearance a list of the media reports from 2015, written in Dutch or Kinyarwanda, in which the Mukomeze Foundation was mentioned. Links to these articles or the articles themselves can be found on our website and/or our Facebook page, as well as two newsletters.

- **Igihe, Kwibuka21** Ambassade y'u Rwanda yitabiriye ikiganiro ku Butabera, n'Ubwiyunge i Tilburg (30th April 2015).
- **Kigali Today U Buholandi** Habereye ibiganiro byo kwibuka Jenoside yakorewe abatutsi (1st May 2015).
- **Newsredactie Tilburg** students get a lesson in forgiveness, Wilke Stuij (5th May 2015).
- **Het Parool** The tutor Rianne Letschert: 'Nudges in my back at the right moment' (26th September 2015).
- **Nieuw Ginneken** 7th December book launch of Mama Lambert biography by Ulvenhouter Hans Dekkers, Ingrid Bothe (25th November 2015).
- **Press release (Tilburg University) Symposium** Justice, Forgiveness and Reconciliation and Violence against Women (26th November 2015).
- **Brabants Dagblad** Mama Lambert forgives her daughters' killers, Joke Knoop (5th December 2015).
- **Nieuw Wij** The resilience of a Rwandan woman who survived the genocide, Diana Vernooij (13th December 2015).
- **Reformatorisch Dagblad** The Miracle of the Rwandan Mama Lambert, Mark Wallet (21st December 2015).
- **Vrouwen van Nu (Women of Now)** magazine Mama Lambert is making a difference (December 2015).
- **Zen Peacemakers** Forgiveness cannot be taught, Diana Vernooij (December 2015).





## What went well in 2015

- Just as in previous years people and agencies with different backgrounds were able to contact us to request lectures. The lectures for middle school students were new for us, in the sense that we had never before spoken for this young age group.
- Mama Lambert was twice invited to the Netherlands to talk about justice, forgiveness and reconciliation. The second time that she was in the Netherlands was the occasion of her book launch for 'Voor wie niet in wonderen geloof' ('For those who do not believe in miracles'). Both meetings generated a lot of publicity and, for the second meeting, we took responsibility for a large part of the organisation.
- A short introduction video about our work was launched.
- People involved in our work commit themselves to and/or generate attention for our work by way of the media or by giving a talk.
- The possibility of not only raising awareness for Rwandan women who have survived sexual violence through talks, but also through the professional photography exhibition 'The Men Who Killed Me: The strength of Rwandan genocide survivors'. This photography exhibition, together with the book of the same name, could be a good way of continually raising awareness for the situation of these women.

## What can be improved in 2016

- As an organisation formulate a more focused policy for activities in which we would like to participate or which we would like to organise, thereby making the best use of our time and resources.
- Seek out more connection opportunities with networks that can do complementary work for the Mukomeze Foundation.
- Deploy more active and target-oriented volunteers to help organise or participate in activities rather than just leaving this to board members.
- Attract the attention of ambassadors in the Netherlands who can help us to spread word and help promote our objectives.
- Make communication about our activities to interested parties more professional and develop this, among other things, via social media and the production of several more short films about our work (specifically focused on projects and sponsorships).



# Financial accounting

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## Information regarding revenue

Compared to 2014, the Mukomeze Foundation's regular revenue dropped in 2015 (-8%). This drop was caused firstly by a drop in the project donations received (-16%), which can be linked to the fact that the revenue in 2015 concerned one project fewer than in 2014. In addition to this, donations were also down approximately € 800 (-20%). The sponsorship revenue increased in 2015, albeit very slightly (+1%). The number of ongoing sponsorships, however, rose more sharply (from 52 at the end of 2014 to 55 at the end of 2015: +6%), but the revenue fell short because at the end of 2014 for a number of new sponsorships the donations for several years were received. In general, the decline in revenue in 2015, compared to 2014, was caused by the strong spin-off of the trip to Rwanda, which was organised by the Mukomeze Foundation in June 2014 and due to which the revenue in 2014 and the growth in the number of sponsorships were higher than average.

The revenue in 2015 from the sale of Rwandan handicrafts, only for the support the women in Rwanda (and our presentation activities) and therefore with no direct generation of profit for the Mukomeze Foundation, were higher than average in comparison with other years. The most important reason for this is that the Mukomeze Foundation was given the opportunity in December 2015 by the European Parliament to present themselves there to sell handicrafts. The other revenue in 2015 was significantly lower than in 2014. In 2014 this was mainly related to the trip to Rwanda, which was organised by the Mukomeze Foundation in June; these are the contributions of the participants of the trip for the stay in Rwanda (see the link with 'Other' under expenditure).

## Information regarding expenditure

The regular expenditure for sponsorships and projects in 2015 was of course expected to follow the same trend as the revenue. Primarily as a consequence of the aforementioned advance revenue at the end of 2014 for a number of new sponsorships, the expenditure for sponsorships in 2015 increased much more sharply, by 25%, than the revenue (in the annual report of 2014 the exact opposite was the case). The big difference between revenue and expenditure can be attributed to the second cow project, which was implemented in 2015 and for which half of the project donations (€20,000 in total) had already been received by the end of 2014. The general contributions to our partner organisation Solace Ministries were intended for the support of the locally held Mukomeze activities. The much lower travel costs in 2015, compared to 2014, can be explained by the high travel costs for the board members who accompanied the trip to Rwanda in June 2014.

## Information regarding the overhead ratio and the remaining balance

Unfortunately, in 2015 the Mukomeze Foundation did not manage to keep the overhead costs (such as bank and transaction costs, postage costs, travel costs, web hosting, Chamber of Commerce) below their own designated limit of 3% of the regular revenue. This percentage worked out higher than the target limit due to the activities organised for the five-year anniversary of the Mukomeze Foundation in 2013 and due to the aforementioned travel costs for the 2014 trip to Rwanda. With an overhead ratio of 2.1% for the year 2015, fortunately there is once again evidence of a downward trend.

Of the remaining balance of €8,936, as at the end of 2015, almost €5,000 had already been earmarked for ongoing sponsorships. The Mukomeze Foundation continually strives to keep the remaining balance from increasing too much and attempts to find meaningful uses for the money in a timely manner, often in addition to the already ongoing activities.

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<sup>1</sup> Differences between revenue and expenditure are caused by differences between the times of revenue (once-off, monthly or annually) and expenditure (quarterly). This is the case particularly with our overseas sponsors, in order to save on transaction costs.



## Revenue

	2014	2015
Sponsorships (RI)	€ 18,220.19	€ 18,397.04
Projects (RI)	€ 15,714.00	€ 13,157.19
Regular donations (RI)	€ 240.00	€ 250.00
One-off donations (RI)	€ 3,974.05	€ 3,110.18
Handicrafts	€ 229.60	€ 1,519.25
"The men who killed me"	€ 40.00	€ 20.00
Interest	€ 72.00	€ 59.47
Other	€ 5,555.35	€ 201.60
	<b>€ 44,045.19</b>	<b>€ 36,714.73</b>

## Expenditure

	2014	2015
Sponsorships	€ 15,764.50	€ 19,697.00
Projects	€ 5,792.00	€ 24,459.00
General contributions	€ 2,409.50	€ 2,400.00
Handicrafts	€ 169.99	€ -
"The men who killed me"	€ -	€ 20.00
Other	€ 5,429.34	€ 254.60
Foundation package Rabobank (OH)	€ 230.11	€ 213.38
Travel costs (OH)	€ 1,829.96	€ 249.46
Administration costs (OH)	€ 202.24	€ 281.81
	<b>€ 31,827.64</b>	<b>€ 47,575.25</b>

Balance of revenue and expenditure	<b>€ 12,217.55</b>	<b>€ 10,860.52</b>
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Balance current account 31-12	<b>€ 19,796.24</b>	<b>€ 8,935.72</b>
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Ratio Overhead costs (OH) / Reg. Revenue (RI)*	3.32 %	3.12 %
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\* De ratio wordt berekend over de gehele periode sinds de oprichting van stichting Mukomeze

# Objectives from 2016 onwards

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## Sponsorships

- Gain the attention of potential sponsors in a more active and more focused way, working with an internally set annual target. In so doing, we must generate more attention for partial sponsorship.
- Clarify the framework within which sponsorships are completed; the focus here is on the concept of 'empowerment' and the (shortest) route to get there.
- Consider how we can continue to follow women who leave the sponsorship programme and how we can keep them with us.

## Projects

- Commit more actively to projects since the number of projects realised annually is decreasing.
- Make better use of Mukomeze's capacity so that we can take a more proactive role in projects.
- Improvement of the intermediate communication concerning projects with our partner organisation Solace Ministries. Communication regarding projects is currently largely restricted to the reporting time, which means that unforeseen circumstances are not always punctually reported to Mukomeze and we are not always able to communicate this to our donors.

## Activities

- Make more focused choices about the activities that we wish to develop or participate in, taking into consideration the target groups we wish to reach and the time and resources we have available for this purpose.
- Seek out more connections with networks who would be willing to undertake complementary work for the Mukomeze Foundation.
- Appeal to ambassadors in the Netherlands, who would be able to help us to spread the word and promote our goals.
- Think about inventive and creative activities (e.g. sponsored walk).

## Communication

- Make the communication to interested parties regarding our activities more professional and develop this, amongst others, via social media and the production of several/other films/documentaries about our work (aimed at projects and sponsorships specifically).
- Continue to update our website and make it more professional (e.g. online payment system and user-friendly version for mobile and iPad).
- Be more proactive when it comes to bringing to public attention subjects that may be interesting for the media.

## Cooperation with partner organisation

- Improvement of the speed and efficiency of the follow-up and accountability concerning the sponsorships and projects. One concrete way of achieving this is, for example, the installation of an online-calendar, with fixed deadlines, which anyone can refer back to. Also, more responsibility for the completeness of reports should be left to our partner organisation.
- Together with our partner organisation, define the concept 'empowerment' more clearly. Clarify for all those involved what we are striving for and how this can be achieved in the best and quickest way for the people concerned.

## Financial targets

- Continuous inflow of general donations, in order to be more flexible in the execution of our activities in Rwanda.
- Increase the revenue, also with a view to covering the necessary costs incurred in the Netherlands (e.g. cost to cover monitoring expenses).
- The achievement of a monthly target for the sponsorships and for the achievement of the annual new sponsorships.
- Associate the activities that we undertake or participate in more actively with (potential) revenue.
- The installation on our website of an online payment system, which would allow us to process general donations more easily. Also, the drafting and placing on the site of an English language debit authorisation form for the sponsorships.

## Administration

- Good, continuous utility at all administrative functions.
  - Good, efficient use of the time and resources in the choices that we make. This includes a clear division of tasks and working to deadlines.
  - Further professionalism as an organisation in: making choices in order to develop as an organisation in a positive way, drawing up a strategic and financial annual report, and approaching possible partners to expand our network.
  - Investment in the skills and capabilities of board members through appropriate training.
  - The deployment of more active and focused volunteers in the organisation of or participation in activities, not only leaving this to the board members.
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### Contact information

The Mukomeze Foundation can be found online at [www.mukomeze.nl/en](http://www.mukomeze.nl/en)

You can contact the Mukomeze Foundation at: [info@mukomeze.nl](mailto:info@mukomeze.nl)



The bank account number of the Mukomeze Foundation is NL95 RABO 01435.58.927, SWIFT code: RABONL2U (Rabobank). In the Netherlands, your donations are tax deductible since the Mukomeze Foundation is a Public Benefit Organisation ('ANBI').

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