

MUKOMEZE FOUNDATION

ANNUAL REPORT 2013



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We are proud to present the third annual report of the Mukomeze Foundation. The first annual report covered the work of the Mukomeze Foundation in the years 2008-2011, the second the Foundation's work in 2012, and this annual report covers the Foundation's work in the year 2013.

The Mukomeze Foundation stands for 'strengthening' or 'empowerment' of women who experienced sexual violence in 1994 during the Rwandan genocide and who still suffer every day from the aftermath of that violence. Together with these women and our partner organization in Rwanda, Solace Ministries, we are working to 'empower' 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 2013 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. 2013 was an eventful year in many ways.

In March of 2013 one of our sponsors met Marie Thérèse, the woman she has been sponsoring for several years, in Rwanda. The meeting took place at the home of Marie Thérèse. Marie Thérèse cares for six children (3 of her own children and 3 orphans) and her sick mother. Thanks to the sponsorship and a loan, she is able to buy and resell food as a real businesswoman. This provides her with, among other things, an income. Since the sponsorship started Marie Thérèse and her family have been doing much better; she feels like a human being again, with dignity and respect. The meeting between Marie Thérèse and her sponsor was very special. After years of writing to each other and sending each other photographs, they now had the opportunity to embrace and speak to each other. The meeting meant a lot to both of them and the sponsor could see with her own eyes that Marie Thérèse was doing better. In April of 2013 the chairwoman of the Mukomeze Foundation, Anne-Marie de Brouwer, received a high royal distinction from the hands of the mayor of Breda. She became a knight of the order of Oranje-Nassau. One of the youngest knights in the Netherlands, she was honoured for her contributions on behalf of victims of sexual violence in conflict situations, both through her academic work and through her work for the Mukomeze Foundation. In May of 2013 we celebrated our first five-year anniversary; the Mukomeze Foundation has been in existence for 5 years. We marked the anniversary by showing the film 'A Sunday in Kigali' in Chassé Cinema in Breda to a diverse audience, with an introduction on our work with survivors of sexual violence. We also celebrated with a drinks evening for sponsors, donors and volunteers in the Lunchroom 'De Uitdaging' [The Challenge] in Ulvenhout. Our photographic exhibition 'De mannen die mij hebben vermoord: De kracht van Rwandese genocide-overlevenden' [The Men Who Killed Me: The Strength of Rwandan Genocide Survivors] was also on display there from April 30 through June 1 of 2013. On our five-year anniversary we were also able to announce that we have an ambassador: Lauren Jackson, a top basketball player from Australia. One of Lauren's first tasks as ambassador has been to help the Mukomeze Foundation find sponsorships for dozens of women in the south of Rwanda. In June of 2013 the counsellor of our partner organization in Rwanda, Mama Lambert, was in the Netherlands. She worked with volunteers here to write a book telling her life story and she also gave talks at various locations about the work she does for survivors of the genocide, including survivors of sexual violence. At the end of 2013 the chairwoman received another recognition for her work for victims of sexual violence: the Viva400 Award in the category 'Knappe Koppen' [Clever Heads]. In addition, many internal administrative discussions were held in 2013 about how we want to operate as a foundation in the coming years. There were important discussions about what 'empowerment' of survivors of sexual violence means in practice and how we and our partner organization can achieve it. The year 2013 also saw an increase in the number of sponsorships, continuation of a number of existing projects and initiation of a number of new projects, a great deal of media exposure, and many activities.

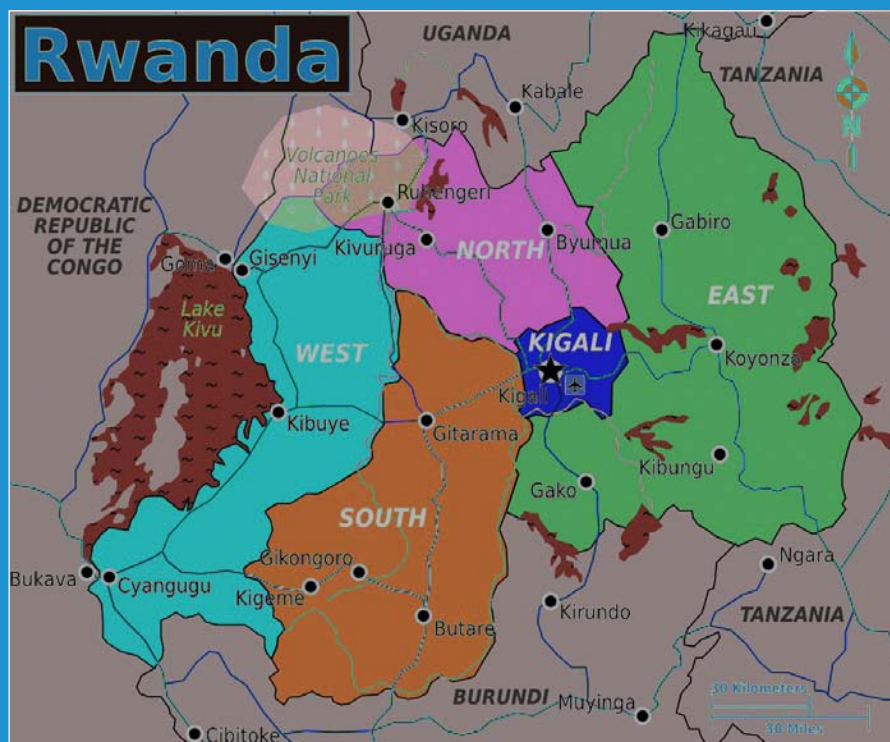
Through interviews and lectures in the Netherlands we talked about the suffering inflicted on these women in 1994. We raised consciousness about what sexual violence in conflict situations involves and the consequences it has for a person's life. This is radical, especially for those who have survived the sexual violence. But their stories certainly need to be told. Many women confided in us: "It is the truth". They hope that if their stories become known they will lead to preventive measures against this kind of crime, wherever it happens. They also hope for a helping hand in regaining their own independence. Last but not least, we emphasized the courage and strength of these women in deciding to continue their lives. It is not only the women of Rwanda who are changed by our support; we are also changed by them. We are honoured to have the opportunity of getting to know them!

Together with our donors, sponsors and volunteers we have already accomplished a great deal in the short time since our foundation began, but it should be clear that there are many more women in Rwanda who would benefit by our support and yours.

We are committed to helping them and hope, with yours support, to be able to (continue) doing this.

'Murakoze cyane', or: 'Thank you very much!'

Anne-Marie de Brouwer
Chairwoman, Mukomeze Foundation



Sponsorships 2013

At the end of 2013, 38 people (37 women and 1 man) had been sponsored by people from the Netherlands, Belgium and Australia (at the end of 2012 there were 31 sponsored people). Since the foundation was established, the sponsorships of six people have ended due to death, emigration to other countries, or 'empowerment'.

Rwandan survivors of sexual violence put the sponsor contributions to use in many different ways. They may use them to take a training course, to repair their house, to pay for school supplies and fees for their children and/or the orphans they care for, to buy a goat or a cow, or to set up a small business to provide an income and cover basic needs.

For instance, the situation of Gloriose Mushimiyimana (1975) has changed greatly from what it was in 2011 (start of her sponsorship). With the money from the sponsorship from the Mukomeze Foundation, Gloriose pays the rent for her house, school fees for her children, and food for her family. She also buys clothing and

sells it at a small profit. In this way she is able to make a living. Gloriose dreams of becoming a seamstress and having her own sewing workshop. She also dreams of owning her own house. Another example is Faustin Kayihura (1980). Since 2011 he has used his sponsorship for many different things for himself, his wife and his children, including renovating their house and buying farmland, materials, and seed (beans, nuts and rice). Because of the genocide and its consequences Faustin was not able to finish high school, but he has now found the strength to do that. Faustin's dream is to go to university. After all the help he has received, he wishes to one day be able to help others. For the genocide survivors, the sponsorships mean far more than just financial support. One of the women sponsored via the Mukomeze Foundation, Hyacintha Nirere (1981), expressed it to her sponsor in this way: 'You have brought joy to my heart. It feels as if we are always together, because I know that you are always thinking of me. Thank you so much for taking away my loneliness. You took my shame away and gave me a warm, protected feeling. That gives me a sense of peace every day.' Hyacintha is happy with her husband and two children. She has become a real businesswoman with her own little supermarket.



In 2013 a total of € 11.000 was given in sponsorships. In 2012 this was € 8.930.

Sponsorships

What went well in 2013

- Increase in the number of sponsorships by 23% in 2013 (compared to 2012).
- Improvement in the living conditions of the women and their family members. The people in the sponsorship program are doing much better than before the sponsorship and they are on their way to 'empowerment'.
- The fruitful administrative discussions on what 'empowerment' of survivors of sexual violence means in practice and how we, together with our partner organization, can achieve it.
- The rapid and substantive response to our questions about sponsorships, and the annual sponsorship update reports and letters written by sponsored women. This is partly due to the fact that, at our request, a permanent contact person has been designated in our partner organization since 2011, and this person handles all tasks relating to the Mukomeze sponsorships.

What can be done better in 2014

- Recruitment of new sponsors by means of more active and focused campaigning. It is also important for potential sponsors to be made aware that partial sponsorship of a Rwandan woman is also possible (that is, donation of part of the € 30 per month).
- Together with our partner organization, 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 time period of the sponsorship, and with this in mind, how can the best arrangements be made with the women themselves.
- Remaining focussed in regard to speed of communication and completeness of information concerning sponsorships between ourselves and our partner organisation in Rwanda.



Projects started before 2013: concluded or still running in 2013

University Project

The University Project was started in the beginning of 2010. Sponsored by the Westeinde Foundation, five women have received the opportunity to pursue or conclude a four year university course for the bachelor's degree: 'accounting' (three women), 'rural development' and 'business information technology'. Out of the three students who were still in their last year of studies in 2013, one student graduated in December of 2013.

The other two bachelor's students plan to graduate in the beginning of 2014. The two students who received their bachelor's diploma in 2012 had the opportunity to start studying for the master's degree in 2013. One year of this two-year master's program was funded with the remainder of the money that the Westeinde Foundation had made available for the project. The project will continue until the 2013/2014 academic year.

Peanut Project

hotel/restaurant/catering training programs in Brabant (De Rooi Pannen Eindhoven, De Rooi Pannen Breda and ROC de Leijgraaf Oss and Cuijk) on the occasion of World Food Day 2010, when students from these training programs prepared an 'honest meal' (part of the profit went to the Mukomeze Foundation). This project gave a group of in total more than 100 Rwandans in Rusatira (South Rwanda) the opportunity to plant peanuts. It took place in phases since the project was set up using a loan system. In the first phase 44 women were given a loan to plant peanuts. Peanuts are very nutritious and they also help medications against HIV work more effectively, in addition to being very marketable. The project was realized in 2011-2012 and concluded in 2013. Although weather conditions were not optimal for planting peanuts, most of the women had a good harvest with enough peanuts for themselves and sometimes some left over that they could sell. The first group of 44 women had a harvest between 5 and 88 kilos of peanuts. They were all able to pay back their loan so that other women could benefit from this project.

Fruit Nursery Project

Due to the great success of the Fruit Nursery Project in Nyanza (South Rwanda), sponsored by E.ON Benelux (see 2011 Annual Report), in 2011 a follow-up proposal was drawn up for realizing a second phase of the project in Nyanza. The Mukomeze Foundation found Imperial Tobacco Nederland ready to finance this project. The project started in December of 2011 and was concluded in 2013. In total, 3300 passion fruits, 100 tomato plants and 3700 avocado plants were distributed in the communities of Mugana, Runda and Rusatira (South Rwanda). The fruits of the plants are used not only for the people's own consumption (to ensure more varied nutrition and better functioning of HIV medications), but also for sale. This puts the communities on the path to self-sufficiency in a lasting way.

Microfinancing Project Kimoronko Community

In December of 2011, Books4Life Tilburg sponsored a fund for sustainable development of the Kimoronko community in Kigali. Through this small-scale microfinancing project, women can finance their own small businesses with small loans at reasonable rates of interest. The project was started in 2012 and ended in 2013. In this project, 9 women received the opportunity to set up or expand their own small business. Before they could take out a loan, they had to have taken a training course in entrepreneurship with Solace Ministries. The women are glad to be able to support their families. In addition, they receive more respect from their neighbours now that they have their own incomes. All the loans have been paid back, and therefore 9 more families can benefit from this project.

Development Fund for the Rusatira Community (previously Houses Project)

At the beginning of 2012 Soroptimistclub Bommelerwaard started sponsoring activities to make money for building a duplex residence for survivors of sexual violence in Rwanda. The sponsoring ran until the end of 2013. Since the amount earned was not enough to build a duplex residence, we – in consultation with the donor and Solace Ministries – chose to allow the money to benefit a development fund for the Rusatira community. This is a form of microcredit whereby survivors from the community can take out a loan to support or expand their agrarian activities or to set up their own business. This development fund will be realized in 2014.

Fruit Nursery Project

In addition, in 2012 a second Fruit Nursery Project was started. After two previous successful fruit nursery projects in Nyanza (see above), an orchard was planted this time in Rusatira. This project, financed by Wolf Legal Publishers (partly from revenues earned by the publisher from the book 'The Men who Killed Me'), started in November of 2012 and will end in 2014.

Cows Project

Finally, in 2012 a Cows Project was started. In this project, 15 cows were distributed to women selected by Solace Ministries. The holding of cows has been shown to be one of the most effective ways to raise the economic position and increase the independence of women in Rwanda, and to break through their social isolation. The women do not just get the cow; they have to take a course, build a cowshed themselves, and provide fodder for the animal. In addition, to help perpetuate the project, the first female calf is given to another woman from the community. The system will thus be able to help a greater and greater number of women. If the first calf is male, the agreement is that the women will give 10% of the price of sale to a fund for the community. This fund will provide (micro)credit for people from the community, which will increase the community's self-reliance. In the context of the millennium goals arrangement, the municipality of Breda together with Impulsis and COS Brabant

have agreed to cover two thirds of the expenses of the project on the condition that, for its part, the Mukomeze Foundation provides the remaining one third and publicizes the project within the municipality of Breda. The Mukomeze Foundation received a donation of the remaining sum from the MTO Breda Foundation and organized some activities in Breda (film, photographic exhibition) to publicize the project and the Mukomeze Foundation.

The project started in December of 2012 and ended in September of 2013 with a final report. However, it will have a longer running time than that because most of the cows have not yet had their calves and the distribution of calves will take place at a later stage. This ongoing monitoring despite the fact that the project has formally ended, means extra expenses for Solace Ministries that were not included in the project budget. This is a point for the Mukomeze Foundation to consider in the coming years. Of the 15 cows that were distributed in February of 2013, unfortunately 2 cows died of a disease that is specific to the region and for which there is no good treatment. The pregnancies of two other cows ended prematurely. The precise cause of this is unclear. They will be inseminated again. The pregnancies of all the other cows are going well. After the calves are born they will stay with their mothers for another 6 months, and then they will be sold (bull) or given to another woman (cow). This will allow more women to benefit in the future from the advantages, both financial and social, of having a cow.

Book Project 'The Men Who Killed Me'

The book 'The Men Who Killed Me' is a collection of 17 testimonies of survivors of sexual violence from the Rwandan genocide, illustrated with photographic portraits of the survivors. The book was published by Douglas & McIntyre (Canada) in 2009 and written by Anne-Marie de Brouwer (Chairwoman, Mukomeze Foundation) and the Canadian Sandra Ka Hon Chu (Member, International Advisory Board, Mukomeze Foundation). The Canadian photographer and lawyer Samer Muscati took the photographs for the book. The royalties go via the

Mukomeze Foundation to Rwandan survivors of sexual violence. In addition, in 2013 almost all the people whose testimonies are included in the book had sponsorships from the Mukomeze Foundation. Under the name 'De mannen die mij hebben vermoord', the book was also published in the Netherlands by Wolf Legal Publishers. The Mukomeze Foundation also has two photographic exhibitions at its disposal, named 'De mannen die mij hebben vermoord: De kracht van Rwandese genocide-overlevenden' ['The Men Who Killed Me: The Strength of Rwandan Genocide Survivors'] – based on the book of the same title – and these are used by the Mukomeze foundation to communicate effectively about the nature of crimes of sexual violence in conflict situations and the impact of such crimes on people. The stories and Samer Muscati's photographs of these survivors show not only the misery and pain the women underwent, but also their strength and perseverance. The photographs of Samer Muscati are also for sale; like the revenues from renting the photographic exhibition, the revenues go to the Mukomeze Foundation. This is an ongoing project.

Projects started in 2013

University Project II

In 2013 a new student was able to begin university studies. A sponsor was found ready to provide a university sponsorship to send a woman to university for four years. This project will continue until the college year 2016-2017.

SKIT-project

In 2012 we planned only to start projects that fell within our objectives as well as within those of Solace Ministries. However, Solace Ministries has a broader objective (support for survivors of the genocide) than the Mukomeze Foundation (support for survivors of the genocide who have survived sexual violence). In order to ensure that no projects are lost because they do not fall within our objectives but are nevertheless of value for Solace Ministries, in 2013 we chose to bring a potential donor into direct contact with our partner organisation. This is the SKIT Project of Tools to Work, in which students are trained to repair sewing and knitting machines over a period of three years. Tools to Work previously delivered sewing machines (see 2011 annual report), but now they have offered to provide training for three years, including everything necessary to train survivors as repairmen of sewing and knitting machines, a profession in great demand in Rwanda. Since this was not a perfect match with the target group on which we are focused but was certainly of great value for the youth with which Solace Ministries is involved, we brought Tools to Work and Solace Ministries into direct contact with each other and facilitated them when necessary. In this way we, as the Mukomeze Foundation, were able to indirectly contribute to the broader objectives of Solace Ministries.



A total of € 10,919 was spent on projects in 2013 (in 2012 this was € 27,540).

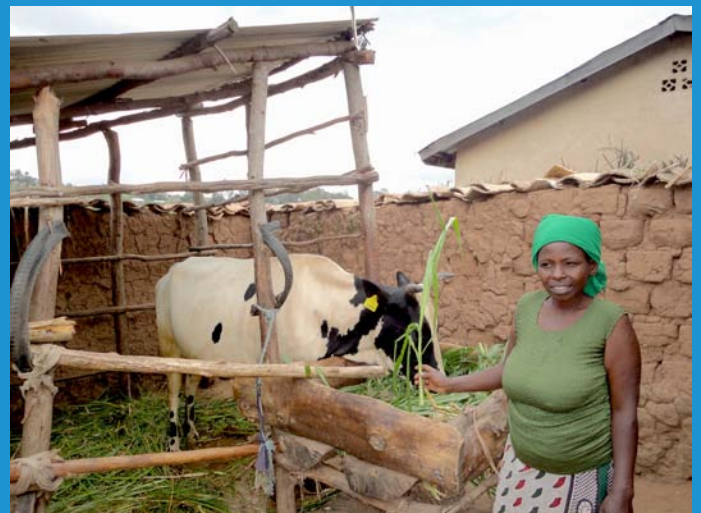
Projects

What went well in 2013

- We looked more critically at follow-up requests from Solace Ministries and donors when entering into projects. Whenever possible, we brought Solace Ministries and the potential donors into direct contact if the objective of the project was not entirely the same as ours but did fall within the broader scope of Solace Ministries.
- Clearer agreements regarding the manner of accountability have greatly improved communication about the completion of projects.
- We worked together with Solace Ministries towards good narrative and financial accountability for projects.
- A start was made in developing priority projects.

What can be done better in 2014

- Bring the priority projects we have designated actively on the market in order to better match up needs and financing.
- Keep thinking about attracting more financial resources in order to be able to expand larger projects as well, with a view to the Mukomeze Foundation's administrative capacity.
- Keep working with the partner organisation for good communication on projects that is as efficient as possible and on accountability, especially during the implementation phase of projects.
- Look critically at the costs of monitoring and accountability borne by our partner organization in order to ensure that they can actually continue to deliver what we expect from them. Monitoring and accountability cost money, certainly for projects like the Cow Project that are set up for the long term. Project financing, on the other hand, is for a limited period and after that the costs of monitoring are no longer covered, although they continue to accrue.



Activities and media-exposure



Activities 2013

Below is a list in chronological order of the activities in which the Mukomeze Foundation was involved that took place in 2013. For a more detailed description of these activities, see our website and/or facebook page.

23 February 2013

Brainstorming session on the future strategy of the Mukomeze Foundation led by Jeroen Heijmans (closed board meeting).

26 February 2013

Pub lecture in Tilburg with students from the INTER-ACT (Master's) student association of Tilburg University.

1-2 March 2013

Meeting between sponsor and sponsored woman in Rwanda. Also, home visits of two other women in our sponsorship program.

4-17 March 2013

Photographic exhibition 'De mannen die mij hebben vermoord' in De Poortერი, Zaltbommel.

8 March 2013

Presentation on our work and a stall with our things at De Poortერი, Zaltbommel, where Soroptimistclub Zaltbommel organized activities in the context of International Women's Day.

9 March 2013

Workshop on everyone's qualities and how to best use them for the Mukomeze Foundation, led by Erik Walschots (closed board meeting).

16 April 2013

Lecture at Protestant women group Dinther.

26 April 2013

Chairwoman Anne-Marie de Brouwer receives a royal distinction – Knight of the Order of Oranje-Nassau – from the mayor of Breda for her professional (academic) and social work (for the Mukomeze Foundation).

30 April through 1 June 2013

Photographic exhibition 'De mannen die mij hebben vermoord: De kracht van Rwandese genocide-overlevenden', Lunchroom De Uitdaging, Ulvenhout.

8 May 2013

Five year anniversary of the Mukomeze foundation, with a showing of the film 'Un dimanche a Kigali' ['A Sunday in Kigali'] and a short presentation on the work of the Mukomeze Foundation, in Chassé Cinema, Breda.

11 May 2013

Fifth anniversary of the Mukomeze Foundation with drinks for sponsors, donors and interested people from the foundation, at Lunchroom De Uitdaging in Ulvenhout (closed meeting).

June 2013

Mama Lambert in the Netherlands to work on the book with her life story.

11 and 13 June 2013

Cycling activity together with (and organized by) members of the Soroptimistclub Bommelerwaard, to raise money for the Mukomeze Foundation.

16 June 2013

Gregorian choir Karolus Magnus sings 'a monument in song for women' with prior celebration with Mama Lambert (genocide survivor and counsellor from our partner organisation in Rwanda) in Sint-Laurentiuskerk, Ulvenhout.

20 June 2013

Interview with Mama Lambert during the 19th commemoration of the genocide against the Tutsis in the Synagogue in Tilburg (in collaboration with INTERVICT, Academic Forum, INTERACT/Magister JFT and Awake International).

1 September 2013

Participation in the run 'Tilburg Ten Miles' to attract attention for Mukomeze's mission.

5 September 2013

Zaltbommel Fete, where we and members of Soroptimistclub Bommelerwaard sell second hand jewellery. Profits go to the Mukomeze Foundation.

12 September 2013

Strategy session on sponsorships and projects (closed board meeting).

21 September 2013

Koolhovense market in Tilburg with a stall to sell hand-made products by Rwandan women.

3 October 2013 through February 2014

Photographic exhibition 'De mannen die mij hebben vermoord: De kracht van Rwandese genocide-overlevenden', Health City, Oisterwijk.

4 October 2013

Strategy session on tasks, roles and role assignment (closed board meeting).

14 November 2013

Strategy session on fundraising and PR (closed board meeting).

26 November 2013

Awarding of the Viva400 Award in the College Hotel in Amsterdam to chairwoman Anne-Marie de Brouwer in the category 'clever heads' for her academic and social activities to improve the lives and rights of women who have experienced sexual violence in conflict.

28 November 2013

Presentation of our work for 'De Heren van Berkel-Enschot' ['The Lords of Berkel-Enschot'] in Tilburg.

Media-exposure 2013

Below is a list in chronological order of the media reports that appeared in 2013 that mentioned the Mukomeze Foundation. For links to these articles or the articles themselves please see our website and/or our facebook page. In addition we ourselves brought out six newsletters in 2013, and these can also be found on our website and/or facebook page.

The Men Who Killed Me 2012: A year in review, by Anne-Marie de Brouwer and Sandra Ka Hon Chu (15 January 2013).

SALEM NEWS The Men Who Killed Me – Survivors of Rwanda's Genocide have inspired people nationally and globally in many ways, by Jennifer Fierberg (25 February 2013) (interview with Anne-Marie de Brouwer and Sandra Ka Hon Chu).

De Jonge Akademie ['The Young Academy'], Week 29: Diary of Rianne Letschert, by Rianne Letschert (15 April 2013) (in Dutch).

Omroep Brabant Jonge Bredase wetenschapper en mensenrechtenactiviste geridderd ['Young Bredan academic and human rights activist knighted'] (26 April 2013) (radio interview with an article on Anne-Marie de Brouwer and speech by the mayor during the knighting of Anne-Marie de Brouwer) (in Dutch).

FunX radio Radio interview with Eefje de Volder on 19 years after the genocide and its commemoration (28 April 2013) (minutes 1:06:30-1:32:00) (in Dutch).

ONEWORLD Seksueel geweld als oorlogswapen ['Sexual violence as a weapon of war'], by Joanne de Jager (3 May 2013) (interview with Anne-Marie de Brouwer) (in Dutch).

BN DeStem 'Ze kreeg die mannen maar niet uit haar hoofd' ['She just couldn't get those men out of her head'], by Rosé Lokhoff (28 May 2013) (interview with Anne-Marie de Brouwer) (in Dutch).

Newsletter Criminology and International Crimes

From scars to forgiveness: the extraordinary life of genocide survivor Mama Lambert, by Rafaela Steffen Gonçalves da Rosa, Sofia Kriempardi and María José Recalde Vela, Vol. 8, no. 1 (July 2013).

Activities

Brabants Dagblad Mama Lambert en de genocide

['Mama Lambert and the genocide'], by Joke Knoop (3 July 2013) (interview with Mama Lambert) (in Dutch).

Letselschade NEWS Bijzondere Initiatieven: Een lintje in de letselschade ['A ribbon for injury'], by Rob Vermeeren (year 3, number 11, summer 2013, pp. 4-9) (interview with Anne-Marie de Brouwer) (in Dutch).

Surya Life and Love with Lauren Jackson (summer 2013) (interview with Lauren Jackson).

UNTIL Alumni Magazine of Tilburg University 02/2013, 'Die verschrikkelijke verhalen moesten we naar buiten brengen' ['We had to make the terrible stories public'], by Willem van Leeuwen (summer 2013) (interview with Anne-Marie de Brouwer) (in Dutch).

Intervict Newsletter Remembering the Victims of the 1994 Genocide against the Tutsis with Mama Lambert, by Alice Bosma and Felix Ndahinda (2013 summer edition).

Bredase Bode 'Hoop brengen in levens van deze vrouwen' ['Bringing hope to the lives of these women'], by Henk Ketelaar (8 September 2013) (interview with Anne-Marie de Brouwer) (in Dutch).

Viva Viva400: And the winners are... (26 November 2013) (announcement of Viva400 Award for Anne-Marie de Brouwer in the category 'Knappe Koppen') (in Dutch).

Nu.nl Viva-Award for Greenpeace activist (26 November 2013) (announcement of Viva400-Award for Anne-Marie de Brouwer in the category 'Knappe Koppen') (in Dutch).

Amnesty International Ware mensenrechtenmensen ['Real human rights people'] (December 2013 / January 2014) (in Dutch).

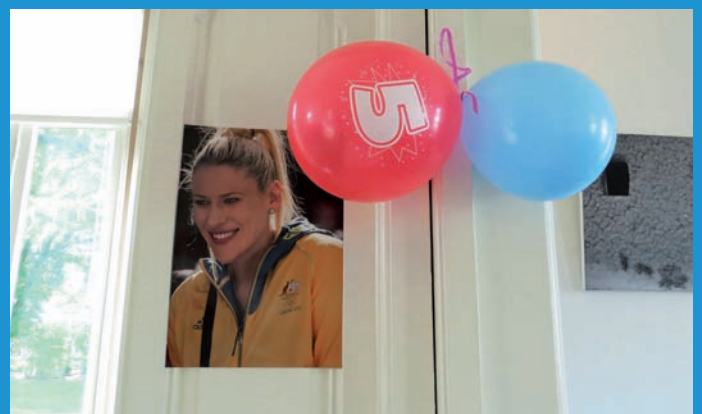


What went well in 2013

- As in previous years, people and institutions from various backgrounds sought us out to ask us for lectures and interviews.
- The giving of lectures, not only pro bono, but also to bring in revenue for the foundation.
- The opportunity to attract attention for Rwandan women who have survived sexual violence not only through lectures, but also via the professional photographic exhibition 'The Men Who Killed Me: De kracht van Rwandese genocide-overlevenden' This photographic exhibition, together with the book of the same name, could be a good way to attract lasting attention for these women's situation.
- Professionalization of the knowledge and skills of the administration by gathering useful knowledge and advice within our own networks.
- Professionalization of the foundation through holding a number of strategy meetings in which the future vision and approach of the foundation was discussed.

What can be done better in 2014

- As an organisation, formulate a more focussed policy for activities in which we would like to take part or that we would like to organise and thereby use our time and funds well.
- Seek more connection with networks that can do work complementary to the work of the Mukomeze Foundation.
- Professionalize and expand communication on our activities with interested people, including via social media.



Financial accounting

The regular income of the Mukomeze Foundation decreased in 2013 compared to 2012. In spite of a sharp increase in the number of sponsorships (from 31 at the end of 2012 to 38 at the end of 2013) and therefore in sponsorship income (+23%), the project contributions especially were far below the level of 2012. The most important reason for this is the Cow Project, for which a project donation of € 15,000 was received in 2012. The one-time (free) donations were also below the level of 2012 (-16%).

The income in 2013 from the sale of Rwandan handicrafts in the Netherlands, solely for the support of the women in Rwanda (and from our presentation activities) and therefore without any direct profit for the Mukomeze Foundation, increased compared to 2012 (+71%); the activities associated with the first five-year anniversary in 2013 are an important reason for this. Other income for the Mukomeze Foundation came from the book project 'The Men Who Killed Me', including the revenues from a play based on the book of the same name, written and performed by a theatre company in Canada, and contributions received for the maintenance of the photographic exhibition, purchased in 2012 from Nationaal Monument Kamp Vught, and for the rental of this exhibition. The other income in 2012 was mainly related to the visit made by the administration of the Mukomeze Foundation, at its own expense, to Rwanda. In 2013 it was related to contributions received to make Mama Lambert's visit to the Netherlands possible (see link to 'Other' under Expenses).

The regular expenses for sponsorships and projects logically follow the same development as the income. The higher expenses for sponsorships compared to the income can be explained by the fact that four of the sponsorships were paid by the Mukomeze Foundation from (regular and one time) donations, and for two sponsorships the entire amount of the sponsorship had been received before 2012. Other differences could be due to differences in the times the income was received (one time, monthly or yearly) and expenses were paid (on a quarterly basis). This is true especially for our foreign sponsors, to save transaction costs. The general contributions to our partner organisation, Solace Ministries, are intended to support the Mukomeze activities on site.

In 2012 the Mukomeze Foundation was also able to keep overhead costs (such as bank and transaction costs, web hosting, Chamber of Commerce) low, and at the end of 2013 they were still under our self-formulated limit of 3% of regular income. The increase in administrative costs in 2013 comes mainly from the costs of the activities around the first five-year anniversary of the foundation, in May of 2013.

Of the remaining total balance of € 7,579 at the end of 2013, a good € 4,000 had already been earmarked especially for sponsorships (on 1 February 2014 a sum of € 4,020 had already been transferred to Solace Ministries). For the project 'The Men Who Killed Me' for the benefit of genocide survivors of sexual violence, there was still a positive balance left of ca. € 1,400 as of 31 December 2013. The Mukomeze Foundation always strives not to let the remaining, free balance become too large, and therefore attempts to find meaningful ways to use it in good time, often in ways that are supplementary to activities that are already taking place.

Income		2012	2013
	Sponsorships (RI)	€ 8,930.04	€ 11,000.04
	Projects (RI)	€ 27,540.00	€ 10,919.00
	Regular donations (RI)	€ 120.00	€ 190.00
	One time donations (RI)	€ 2,934.20	€ 2,470.05
	Handicrafts	€ 502.50	€ 858.20
	"The Men Who Killed Me"	€ 2,169.66	-
	Interest	€ 132.56	€ 137.71
	Other	€ 2,032.31	€ 1,235.27
		€ 44,361.27	€ 26,810.27
Expenses		2012	2013
	Sponsorships	€ 11,030.00	€ 12,575.00
	Projects	€ 28,855.00	€ 11,120.00
	General contributions	€ 2,866.37	€ 2,400.00
	Handicrafts	€ 1,295.68	-
	"The Men Who Killed Me"	€ 161.40	€ 310.91
	Other	€ 1,941.83	€ 1,267.31
	Rabobank foundation package (OH)	€ 253.61	€ 215.51
	Travel costs (OH)	€ 193.28	€ 170.61
	Administrative costs (OH)	€ 248.67	€ 651.69
		€ 46,845.84	€ 28,711.03
Current account balance 31/12		€ 9,479.45	€ 7,578.69
Ratio Overhead costs (OH) / Reg. income (RI)*		2.19 %	2.57 %

*The ratio was calculated over the whole period since the founding of the Mukomeze Foundation.

Sponsorships

- Bring sponsorships to the attention of sponsors ourselves in a more active and focused way, working with an internal objective for each year. We must also pay more attention to partial sponsoring.
- Clarify the context in which sponsorship takes place; this concerns mainly the concept of 'empowerment' and the (shortest) route to it.

Projects

- Put the designated priority projects actively on the market, to better match up needs and financing.
- Keep thinking about how to attract more financial resources to be able to set up larger projects, with a view to the capacity of the Mukomeze Foundation.
- Keep working with the partner organisation for good communication on projects that is as efficient as possible, and on accountability for projects, especially during their implementation phase.
- Look critically at monitoring and accountability costs for our partner organisation, to make sure that they can actually continue to deliver what we expect from them.

Activities

- Make more focussed choices about the activities we want to develop or take part in, taking into account the target groups we want to reach and the time and resources we have available.
- Think of inventive and creative activities (e.g. sponsor walks) and manners of presentation (e.g. use of video, photographs).

Communication

- Use social media in a more professional and active way as tools to involve sponsors, donors and interested people in the work that we are doing.
- Continue to modify and professionalize our website and use social media in a more active way.
- Develop a profile film on the Mukomeze Foundation in order to be able to use it as an aid in promoting the work that we are doing.
- Bring topics that might be interesting to the media to its attention in a more active way.

Cooperation with partner organisation

- Improve the speed and efficiency of follow-up and accountability in regard to sponsorships and projects. A concrete way of achieving this is, for instance, to install an online calendar containing definite deadlines that everyone can refer to. Also, our partner organization should also be given more responsibility for the completeness of reports.
- Define the concept of 'empowerment' more clearly in collaboration with our partner organisation. Make it clear to all parties involved what we are striving for and what the best and fastest way is of achieving this for the relevant persons.

Financial objectives

- Continuous inflow of general donations in order to be more flexible in carrying out our activities in Rwanda.
- Increase income, also with a view to covering the expenses necessarily incurred in the Netherlands (e.g. covering expenses for monitoring, compensation for expenses).
- Meet a monthly target for the sponsorships and for bringing in an annual number of new sponsorships.
- Couple the activities that we undertake/participate in more actively to (potential) income.

Administration

- Good, continuous attendance at all administrative functions.
- Good, efficient use of time and resources for the choices that we make. Here, there should be a clear distribution of tasks with deadlines.
- Further professionalization as an organisation in: making choices in order to be able to continue to grow in a good way as an organisation, drawing up a strategic and financial annual report, and approaching possible partners to expand our network.
- Investing in the qualities and capacities of members of the administration by means of appropriate training courses.
- Deploying volunteers to support our tasks and activities.



Contact information

The Mukomeze Foundation is online at www.mukomeze.nl

You can reach the Mukomeze Foundation via email at: info@mukomeze.nl



The bank account number of the Mukomeze Foundation is NL95 RABO 01435.58.927, SWIFT code: RABONL2U (Rabobank Breda). Your gifts are tax deductible since the Mukomeze Foundation is an Algemeen Nut Beogende Instelling (ANBI) ['Institution for General Benefit'].

The Mukomeze Foundation was founded on 8 May 2008 in The Hague, the Netherlands. At present the Mukomeze Foundation has its headquarters in Breda and it is registered with the Chamber of Commerce under number 27318760. The RSIN/Fiscal number is 8193.96.436.

