



**seed foundation**  
Social Educational Economic Development

*2022/2023 Annual Report*

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**SEED Foundation**

## **About SEED**

SEED Foundation is a women-led, local non-governmental organization in the Kurdistan Region of Iraq (KRI), committed to protecting, empowering, and supporting the recovery and reintegration of survivors of violence and others at risk. Following a survivor-centered, trauma-informed approach, SEED delivers holistic services to clients, including case management, mental health services, psychosocial support, legal services, cash assistance, and shelter; trains frontline service providers; and undertakes policy and advocacy initiatives to strengthen laws, policies, and practices and promote human rights.



# MISSION

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**TO PROTECT, EMPOWER, AND  
SUPPORT THE RECOVERY OF  
SURVIVORS OF VIOLENCE AND  
OTHERS AT RISK**

Between 2022 and 2023, SEED worked across the region delivering life-saving protection services in six service delivery centers, and undertook training and capacity building, technical assistance, and community engagement in and for schools, universities, government agencies, and more, in Erbil, Sulaimani, and Duhok.

## VISION

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**A prosperous Kurdistan with equal opportunity  
and protection of rights for all**

### **Values:**

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**Integrity** - Committed to doing the right thing and being accountable

**People-Focused** - Belief in equality and investing in people

**Commitment** - Striving for sustainable change—We're here for the long run

**Impact** - Delivering quality, by combining international expertise and local know-how to achieve results

**Teamwork** - Collaboration, because together we can achieve more

## Objectives:

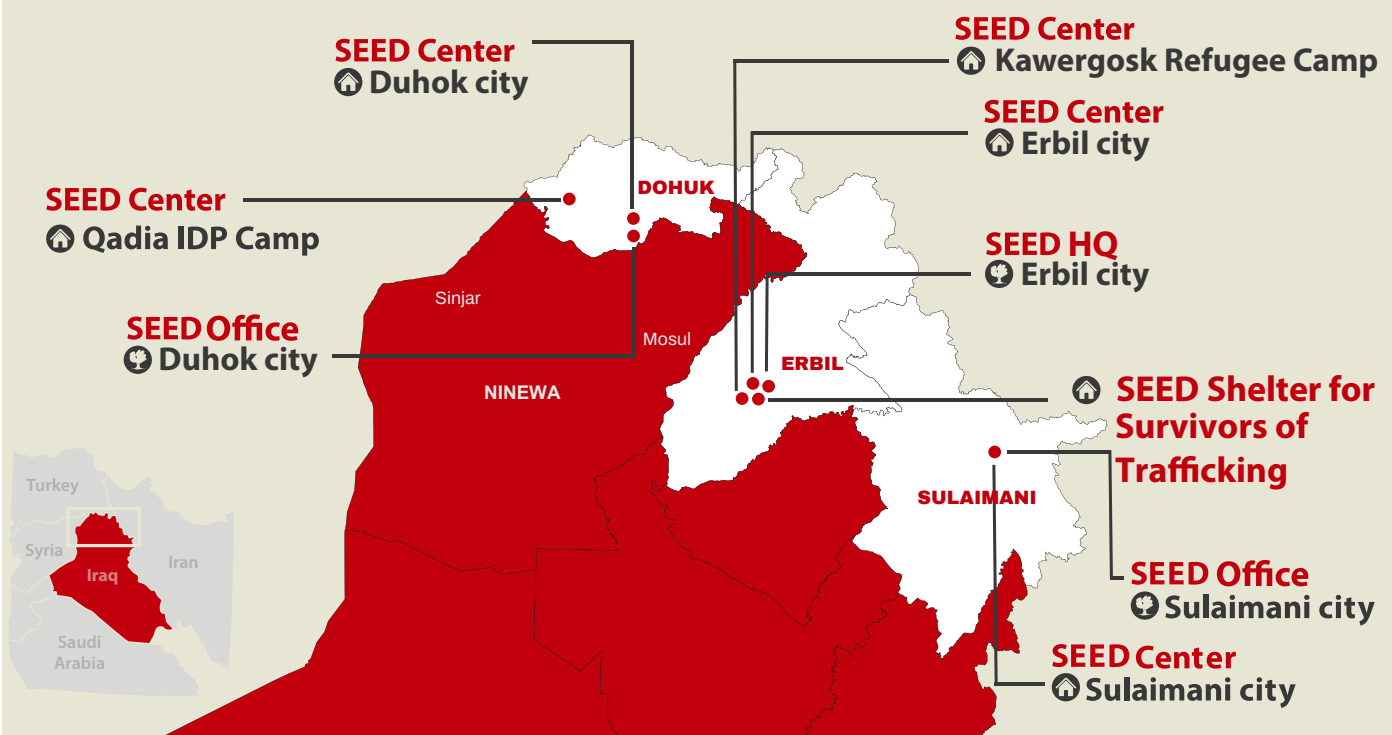
**Service Delivery:** SEED promotes the empowerment and recovery of survivors of violence and at-risk individuals through transformational, comprehensive care, including case management, mental health services, psychosocial support, legal services, cash assistance, anti-human trafficking services and shelter.

**Policy and Advocacy:** SEED works to achieve sustainable institutional change and social development by engaging diverse stakeholders through advocacy, technical assistance, and awareness-raising to strengthen rights and protections for all.

**Training and Education:** SEED strengthens the capacity of first responders and service providers working on gender-based violence (GBV), trafficking in persons (TIP), protection, and mental health and psychosocial support (MHPSS) through our unique blended learning approach, which combines classroom learning with hands-on capacity building through on-the-job coaching.

**Operational Excellence:** SEED ensures operational excellence by working to consistently strengthen SEED's organizational capacity, management, and approaches, and by fostering a collaborative and supportive working environment.

## Where we work:



## Service Delivery

SEED delivers holistic trauma-informed services to survivors of violence and those at risk, including case management, mental health services, psychosocial support, legal services, cash assistance, anti-human trafficking services, and shelter. SEED believes in high quality, survivor-centered, and trauma-informed care, and provides comprehensive and multi-layered services.

In 2023, SEED operated six service delivery centers and offices across Kurdistan, including three urban centers in Erbil, Sulaimani, and Dohuk, SEED's STEPS Center, shelter for trafficking survivors, and two camp-based centers in Qadia Camp for IDPs and Bardarash Refugee Camp.

### Service Delivery Centers

  
Duhok Center

  
Sulaimani Center

  
Erbil Center

  
Qadia Camp

  
Bardarash Camp

  
STEPS Shelter

**5,000+**  
people reached through service delivery

**1,845**

Clients received case management  
Services

“

*I was feeling so trapped and alone, and thinking about things like ending my life. SEED case managers helped me get the care needed,*

**Mustafa, Yazidi IDP**

**822**

Clients received mental health services

“

*Thanks to SEED, my mental health has improved and I am now able to cope better with the difficulties life presents. I am also now less afraid and am able to live a normal life without fear stopping me from it,*

**Syrian refugee, Bardarash Camp**



4,712

Clients participated in psychosocial support activities



SEED Girls

407

girls and young women graduated from **SEED Girls** in 2022 and 2023

**SEED Girls** empowers adolescent girls and young women as they navigate social barriers, risks, and the challenges they face during adolescence, while fostering a sense of belonging and connection with peers.

“

*My dream is to become a doctor, and I hope all my friends reach their dreams. Every girl should have faith and believe in themselves because this will support us to reach our goals,*

**Pinar, 14, Erbil**





men and boys graduated from SEED's **Health Families, Strong Communities** and **Together for Peace** programs

**Health Families, Strong Communities** supports men and boys to develop their skills to build healthier relationships with the women and girls in their lives, and improve family communications.

**Together for Peace** helps mitigate the destructive consequences of war by supporting men in finding non-violent ways of dealing with their past and current situations, improving their health, psychosocial well-being, and economic well-being.

Before intervention, **35%** of fathers and sons agreed with the statement that 'men should use violence to get respect.' After intervention, only **9%** agreed.

After the intervention, **83%** of fathers and **81%** of sons reported that they used coping strategies they learned during the program when they experienced anger or difficult emotions.



“

*In the past, when a woman went outside to work, we considered it harmful, and that only men should work outside. But now, after participating, we see that a woman has a right to work outside, and support her family with her husband. All decisions should be shared between both to have a successful family,*

**HFSC Program Graduate**

“

*After attending these sessions, my husband has become noticeably more flexible in his thinking and decision-making. He now actively involves me in making family decisions, which has created a stronger sense of partnership and collaboration between us,*

**HFSC Program Graduate's Wife**

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 Clients received legal services

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*I am happy to have the legal documents I needed to support my children so they can go to school and have basic rights. Because of these documents, we can be treated properly and are not in danger of being put in jail for having no documentation,*

**Nasrin, SEED Client**

“

*Following displacement, each of us came from different villages, each with its own customs and traditions. Despite these differences, we've come together, formed connections, and formed friendships,*

**Together for Peace Program Graduate**

“

*My husband used to be angry quite often. When that would happen, he often resorted to violence against his children. Since participating in the sessions, he has not used violence against his children. His interaction with his children also became more positive overall,*

**Together for Peace Program Graduate's Wife**





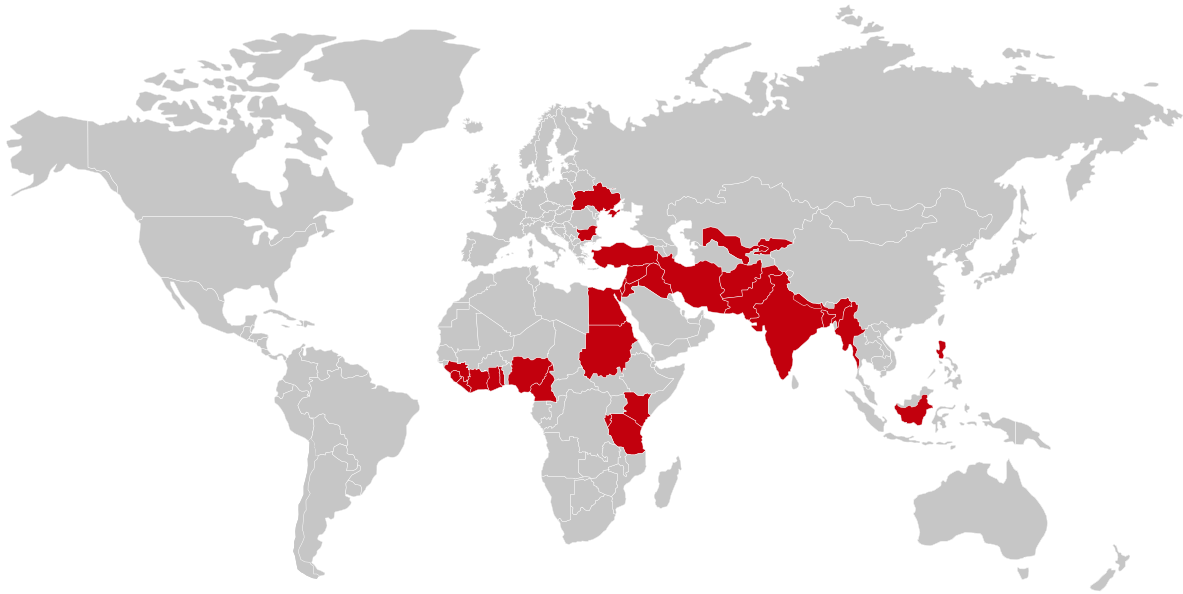
## Anti-Trafficking Services

**352**

Survivors of trafficking served

**132**

Survivors and those at risk of trafficking repatriated



**Survivors from 31 countries repatriated**

### **Comprehensive Care and Safe Repatriation through Legal Support for Survivors of Trafficking and Debt Bondage**

Over the summer, SEED received a referral from the government of 36 survivors of sex trafficking, all at high risk. These survivors were rescued by the government but urgently required comprehensive support; SEED provided safe accommodation with 24/7 security by DCVAW personnel as well as emergency care, including medical care and mental health support with a trained psychologist. SEED, in collaboration with the government, successfully repatriated 31 of the 36 clients, safely reintegrated four, and the last client is undergoing resettlement procedures while remaining safely accommodated at SEED's STEPS Center.

***"SEED Foundation rescued us from a life which felt like we were dying,"***

**- A rescued survivor**

## Training

SEED's training and education programs are designed to help increase the capacity of frontline responders, and equip them to better serve the needs of survivors and those at-risk of violence, both now and in the future. SEED utilizes a tailored, interactive, highly practical, and hands-on learning approach.

**1,129**

hours of training delivered

**571**

Total no. of people trained

**402**

KRG officials trained

**164**

NGO staff trained



**NGOs training graduation | Erbil, Iraq, 2023**



### TFGBV Workshop | Sulaimani, 2023

#### Knowledge in Action – Responding to TFGBV:

After participating in SEED's TFGBV workshop, Zinah\*, an NGO service provider, met an 11-year-old girl who had sold her phone, unknowingly still carrying photographs of her on it. The owner of the shop who had purchased the girl's phone began threatening to digitally alter and share her images. Once Zinah became aware, her knowledge from the workshop came into play and she swiftly intervened. Zinah educated the shop owner about the legal implications of his actions, explaining the consequences of sharing pictures without consent, which could result in a six-month prison term and fine of three million IQD. Following Zinah's intervention, the shop owner promptly deleted the pictures, securing the young girl's dignity and privacy.

“

*This workshop was important because it illustrated the definition of human trafficking, along with its status in the Kurdistan Region, the relevant stakeholders which are devoted to prevent it, and the correct ways to combat it - none of which are familiar to our society. Therefore, conducting such workshops is crucial to enhance social awareness about this crime, train the focal points of the relevant institutions, and, eventually, to prevent and combat human trafficking,*

**Juvenile and Women Reformatory Facility Staff, Sulaimani**

“

*The training enabled us to offer support to GBV victims and survivors by establishing a trustworthy connection and upholding their confidentiality. Initially, we used to share a survivor's situation with our colleagues, but the training enlightened us about the significance of maintaining client confidentiality,*

**GBV Training Participant**

## Policy & Advocacy

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SEED works to achieve sustainable institutional change and social development by engaging diverse stakeholders through advocacy, technical assistance, and awareness-raising to strengthen rights and protections for all. By combining grassroots and grassroots strategies for a “whole systems” approach, scaffolding interventions to build on incremental progress over the long term, and nurturing strong, reciprocal partnerships with government and civil society actors alike, SEED advances impactful reforms in legislation, regulation, policy, and practice.

### SEED's Approach

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#### Advocacy

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To persuade stakeholders toward action and influence decisions



#### Awareness Raising

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To inform, educate, and shape public opinion



#### Technical Assistance

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To persuade stakeholders toward action and influence decisions

## 38

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### Policy and advocacy initiatives conducted

## 24

Legal, policy, regulatory,  
process, and practice  
changes Achieved

- **2** in legislation
- **1** in regulation
- **8** in policy
- **13** in practice

## 600,000+

 Individuals reached through online awareness campaigns



## National Leadership and International Representation on Technology-Facilitated Gender-Based Violence (TFGBV)

SEED led the National Interagency TFGBV Task Force through 16 meetings in 2022 and 2023, growing membership from 43 to 72 members. A key achievement was the launch of the “You and Your Conscience” campaign in September 2023, reaching over 50 million people through social media, TV ads, and Instagram Reels.



**SEED Signs an MOU with MOLSA to establish and activate the GBV Sector Coordination Group, Erbil, Iraq, 2022**



## Leading KRI-Wide Response to GBV Through the Sector Coordination Group (SCG)

Following the deactivation of the UN-led humanitarian cluster system in late 2022, SEED partnered with MOLSA and UNFPA to establish and launch the GBV SCG – a transitional model for joint government-NGO coordination of GBV response across the region. The SCG was created to ensure the continuity of care for vulnerable populations and to strengthen the capacity of protection actors to deliver a coordinated, effective, and survivor-centered response and foster a strong protective environment.

In mid-2023, following the signing of an MOU and the development of a TOR, working groups in Dohuk, Erbil, and Sulaimani resumed regular monthly meetings under the stewardship of co-chairs from local NGOs and the Directorate of Social Affairs in each governorate. As co-chair of the SCG, SEED also led capacity-building efforts, delivering workshops and training to over 80 members and over 120 MOLSA staff on key topics such as protection and GBV principles, TFGBV, shelter response, and enhanced coordination mechanisms.

## Countering Violent Extremism by Increasing Cognitive Complexity

Due to the pervasive history of conflict in the region and the negative impact of exposure to violence on cognition and intergroup relationships, in 2022, SEED’s technical team partnered with Dr. Sara Savage of the University of Cambridge to develop a new adaptation of the Integrative Complexity (IC) Thinking curriculum –



Stronger Together. IC Thinking, an evidence-based method of countering and preventing violent extremism by enhancing cognitive complexity, has been used in multiple country contexts around the world. SEED's adaptation is designed to meet the socio-cognitive needs of boys and young men exposed to violent and extremist ideology during the ISIS conflict, including children who were held in ISIS captivity and exploited as child soldiers, and others who were displaced by ISIS. SEED piloted this program with boys and young men ages 14-25 in mixed cohorts to avoid stigmatization and facilitate reintegration of affected children within communities of origin; **100% of participants showed statistically significant improvements** in their integrative complexity scores and demonstrated capacity to utilize non-violent, prosocial conflict resolution strategies. In 2023, SEED expanded the program to work with young women who were in captivity.

Following this success, SEED worked to build awareness of this promising modality and advocate for its expansion. In partnership with Dr. Savage, SEED published an academic, peer-reviewed article in the *Journal of Strategic Security*, substantiating the impact of its pilot program, and delivered a series of high-level briefings on IC Thinking to senior KRG officials, highlighting the importance of addressing cognitive needs to facilitate the recovery and reintegration of children held in ISIS captivity and others exposed to extremist ideology and conflict. SEED's curriculum was ultimately adopted by implementers working with similar communities in Syria, advancing regional application of this modality and broadening recognition of SEED's leadership and commitment to innovation in supporting survivors.

Between 2022-2023, 176 individuals graduated from SEED's Stronger Together program.

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*Children and women were severely influenced [by the ISIS war]. The things we experienced were unprecedented. Although we were young then, we've witnessed the most painful events, impacting our lives forever. After the program, when I talk, I feel more confident in myself. The most important thing is that I feel brave and confident when I speak to others,*

**Zheelah\*, a Yezidi Survivor of ISIS and IC Thinking Graduate**

**Across 2022 and 2023, 176 individuals completed the Stronger Together Program**

# Investing in Organizational Excellence

In 2022-2023, SEED underscored its commitment to responsive innovation and excellence by fostering a culture of accountability and transparency, ensuring regulatory compliance, exhibiting strategic financial management, and enhancing strategic investments in recruitment and program development. SEED achieved this by investing in our team's capacities through SEED Academy, SEED's training program led by in-house technical experts. In 2022-2023, more than 150 staff in had the opportunity to enhance their knowledge and skills in safeguarding, accountability to affected population, TIP, and communication skills for service providers. SEED supports staff in coping with effects of vicarious trauma through offering external counseling sessions and routine group well-being activities, promoting team building and personal wellness, and maintaining an organizational environment that allows employees to flourish and achieve their full potential to benefit themselves, the organization, and most importantly, SEED's clients.

## Accountability & Safeguarding

SEED cares about our community & each other

**SEED Foundation's Accountability Framework**

Prevention of Sexual Exploitation and Abuse/Sexual Harassment (PSEA/SH) Policy	Child Safeguarding (CSG) Policy	Code of Conduct
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**PROHIBITED - SEED has ZERO TOLERANCE for**

<b>Sexual Exploitation and Abuse:</b> <ul style="list-style-type: none"><li>Exchange of money, employment, goods, or services for sex</li><li>Sexual relationships with clients or participants</li><li>Sexual activity with children</li></ul> <b>Sexual Harassment:</b> <ul style="list-style-type: none"><li>Any unwelcome words, acts, or gestures of a sexual nature</li></ul>	<b>Actions or failings that place children at risk of, or result in, child abuse, including:</b> <ul style="list-style-type: none"><li>Physical abuse</li><li>Sexual abuse</li><li>Emotional abuse</li><li>Exploitation</li><li>Injury</li><li>Neglect</li><li>Any other harm</li></ul>	<ul style="list-style-type: none"><li>Sexual harassment</li><li>Sexual exploitation and abuse</li><li>Exploitation and abuse of children</li><li>Harassment</li><li>Discrimination</li><li>Abuse of authority</li><li>Fraud and Corruption</li><li>Misuse and waste of resources</li></ul>
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## Monitoring, Evaluation, Accountability, and Learning

SEED's Monitoring, Evaluation, Accountability, and Learning (MEAL) unit applies robust MEAL standards to all of SEED's programming, tracking the progress of programs, assessing effectiveness, and ensuring accountability to clients, communities, and donors, and identifying and sharing learning. SEED conducts regular internal and external evaluations to assess the impact of its programs and activities, and organized more than a dozen reflection sessions with all teams, documenting and sharing learning and ensuring a continuous cycle of improvement.

## SEED's Accountability Framework

- Child Safeguarding
- Prevention of Sexual Exploitation, Abuse, and Sexual Harassment (PSEA/SH) Policy
- Complaints and Response Mechanism
- Code of Conduct

### Keep SEED safe - report any concerns or suspicions

#### How to Report

- seedkurdistan.org/complaints
- complaints@seedkurdistan.org
- 0751 740 8944 - 0776 0944 580 (Sunday - Thursday 9:00 - 17:00)
- facebook.com/SEEDKurdistan
- twitter.com/SEEDKurdistan
- Suggestion and Complaints Boxes (in every office and center)

#### Report to

- Your supervisor
- Accountability Coordinator: accountability@seedkurdistan.org

All reporting is confidential and will be treated with respect

## Behind The Wheel: The Unsung Heroes of SEED

**Mohammed**, a driver and member of SEED's team since 2019, exemplifies the spirit of teamwork and dedication. His five-year journey with SEED has been personally transformational, fostering a commitment to equality and supporting his wife's aspirations. *"SEED has broadened my perspectives and empowered me to advocate for equality. Before, I used to have narrow views and didn't support equality. But now, thanks to SEED, I've changed. I encourage my wife to work and pursue her interests."*

**Kamaran**, a driver who has been with SEED since 2021, highlighted the importance of a supportive work environment - one that he shares with his fellow drivers and all the staff at SEED. *"The culture of equality and mutual assistance among everyone here is what truly sets SEED apart. I've learned so much from my colleagues here. Their kindness and willingness to assist have made all the difference."*



**SEED Foundation thanks each and every staff member for their commitment to helping create a brighter future for Kurdistan!**

# Financials

SEED implemented thirteen programs between 2022 and 2023, funded by generous institutional donors, private foundations, corporate supporters, and individual in-kind and cash donations. This generosity enabled SEED to build and expand its programming to provide urgent and life-saving support to survivors of violence and those at risk.

<b>Income - Grants, Fundraising, and Donations - 2022</b>	
<b>Income Streams</b>	
<b>Grants</b>	\$5,823,283
<b>Donations and Fundraising</b>	\$666,594
<b>In-Kind Donations</b>	\$6,600
<b>Total Income</b>	<b>\$6,496,477</b>
<b>Expenses - 2022</b>	
<b>Salaries and Fringe Benefits</b>	\$5,066,279
<b>Travel and Transportation</b>	\$48,315
<b>Supplies</b>	\$27,809
<b>Contractual</b>	\$267,953
<b>Sub-Grants</b>	\$427,174
<b>Consultancy and Professional Fees</b>	\$77,714
<b>Other Direct Costs</b>	
<b>1- Education and Training</b>	\$218,533
<b>2- Service Delivery</b>	\$631,828
<b>3- Policy &amp; Advocacy</b>	\$36,976
<b>4- Operations</b>	\$464,323
<b>Total Expenses</b>	<b>\$7,266,904</b>

<b>Income - Grants, Fundraising, and Donations - 2023</b>	
<b>Income Streams</b>	
<b>Grants</b>	\$7,022,177
<b>Donations and Fundraising</b>	\$497,186
<b>In-Kind Donations</b>	\$21,900
<b>Total Income</b>	<b>\$7,541,263</b>
<b>Expenses - 2023</b>	
<b>Salaries and Fringe Benefits</b>	\$4,629,191
<b>Travel and Transportation</b>	\$89,153
<b>Supplies</b>	\$92,701
<b>Contractual</b>	\$314,439
<b>Sub-Grants</b>	\$151,856
<b>Consultancy and Professional Fees</b>	\$114,354
<b>Other Direct Costs</b>	
<b>1- Education and Training</b>	\$220,455
<b>2- Service Delivery</b>	\$1,005,960
<b>3- Policy &amp; Advocacy</b>	\$89,942
<b>4- Operations</b>	\$555,622
<b>Total Expenses</b>	<b>\$7,285,573</b>



## Grants, Supporters, and Partners

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Our work is made possible with the generous support of our donors and partners.

### Grants



With the  
participation  
of



Implemented by  
**giz** Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH

SEED implemented seven programs in 2022 and 2023, funded by the U.S. Department of State, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, and the Government of France/Crisis Support Center of the Ministry for Europe and Foreign Affairs.

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### Corporate Sponsors



## Energy Transition





**BECOME A PART OF OUR GLOBAL  
COMMUNITY OF SUPPORTERS**

Contact us

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

**in**     **@SEEDKurdistan**

[contact@seedkurdistan.org](mailto:contact@seedkurdistan.org)





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Erbil, Iraq

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