

# IJR STRATEGY 2022-2025



Building Fair, Democratic and Inclusive Societies in Africa





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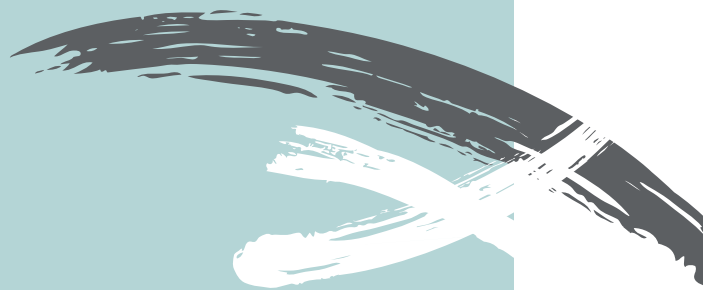
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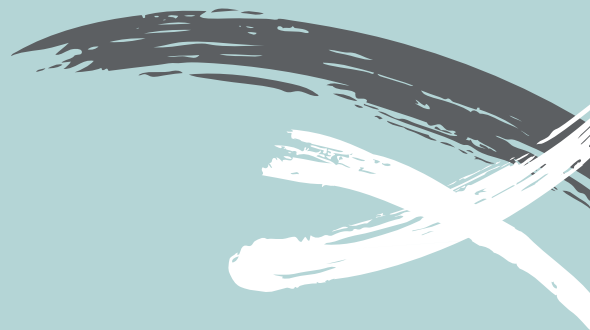
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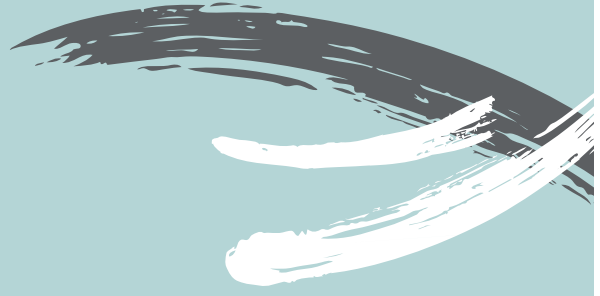
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# ACRONYMS AND ABBREVIATIONS



<b>ACDEG</b>	African Charter on Democracy, Elections and Governance
<b>ACSRT</b>	African Centre for the Study and Research on Terrorism
<b>AfCFTA</b>	African Continental Free Trade Area
<b>AU</b>	African Union
<b>AUTJP</b>	African Union Transitional Justice Policy
<b>BD</b>	Business Development
<b>CAR</b>	Central African Republic
<b>ECOWAS</b>	Economic Community of West African States
<b>IDP</b>	Internally Displaced Person(s)
<b>IGAD</b>	Intergovernmental Authority on Development
<b>IPCC</b>	International Panel on Climate Change
<b>GBV</b>	Gender-based Violence
<b>LTO</b>	Long-term Outcome
<b>MEL</b>	Monitoring, Evaluation and Learning
<b>MHPSS</b>	Mental Health and Psycho-social Support
<b>MTO</b>	Medium-term Outcome
<b>PBI</b>	Peacebuilding Interventions Programme
<b>PVE</b>	Preventing Violent Extremism

<b>RP</b>	Research and Policy Programme
<b>REC</b>	Regional Economic Communities
<b>SADC</b>	Southern African Development Community
<b>SADC-CNGO</b>	SADC-Council of Non-Governmental Organisations
<b>SD</b>	Sustained Dialogue Programme
<b>SDG</b>	Sustainable Development Goal(s)
<b>STO</b>	Short-term outcome
<b>TRC</b>	Truth and Reconciliation Commission
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNSCR</b>	United Nations Security Council Resolution
<b>WPS</b>	Women Peace and Security



## ABOUT THE IJR

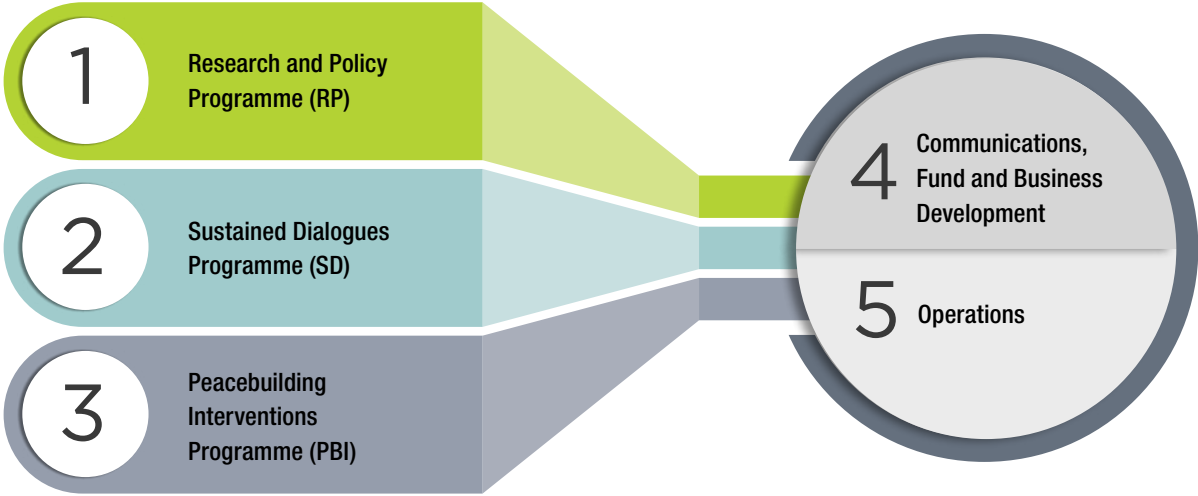
The Institute for Justice and Reconciliation (IJR) was launched in 2000 in the wake of the public hearings of South Africa's Truth and Reconciliation Commission (TRC). Today, the IJR works towards its broadened vision of building fair, inclusive, democratic and peaceful societies in Africa, and increasingly further abroad, by designing relevant and carefully crafted interventions that combine research, dialogue, capacity-building, advocacy, policy advice and implementation support. We pursue this vision at the global, continental, regional and national levels.

At the global level, our work is aligned to the Global 2030 Agenda for Sustainable Development, in particular Sustainable Development Goal 16 (namely Peace, Justice and Inclusive Institutions). (At the continental level, we align with the African Union's (AU) Agenda 2063 and related frameworks, such as the African Union Transitional Justice Policy, the Roadmap of Practical Steps to Silence the Guns, and the African Charter on Democracy, Governance and Elections (ACDEG)); at the subregional level we are guided by the Southern African Development Community's Vision 2050, and at the national level by South Africa's National Development Plan, the TRC Recommendations, the National Action Plan and Strategy to Combat Racism and the National Action Plan on Women Peace and Security. We collaborate with government and civil society in line with transitional justice priorities.

Over the past two decades, the IJR has contributed significantly to advancing the work of justice and reconciliation in South Africa, on the African continent and beyond. The Institute's work strives to be context-specific and demand-driven. We work in trusted partnerships in various transitional justice contexts in Africa and, increasingly, further abroad. Partnerships can be with community organisations, governments, international development agencies and intergovernmental organisations. Our ability to connect different audiences with each other is one of our key strengths.

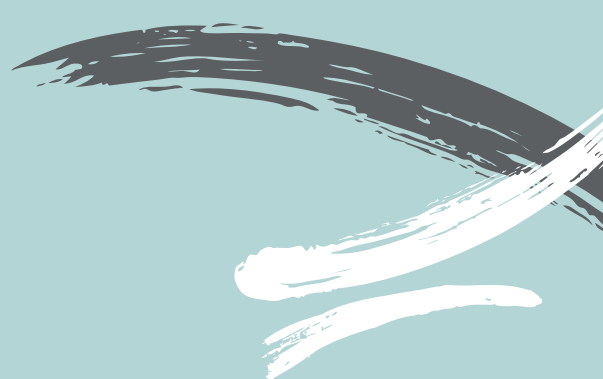


The Institute is currently structured into **three programmes** and **two support departments**:



The Operations and Communications, Fund and Business Development departments provide support to the three content departments that implement the organisation’s programmatic interventions.

# THE CONTEXT THAT SHAPES THE IJR'S 2022-2025 STRATEGY



In preparation for its Strategy 2022–2025, the IJR conducted an extensive horizon-scanning exercise to distill existing and emerging drivers of change that will shape the contexts within which we are likely to work in the course of this four-year period. This will ensure that we remain relevant, and help us identify our strategic priorities that will drive our partnerships.

## The global context

Globally, there is a growing threat to human security influenced by the intersection of multiple drivers such as the global pandemic, economic decline, the accelerated impact of climate change, the rise in conservative nationalism, and a decline in the quality of democracy. Social systems are likely to come under pressure, increasing the potential sources of conflict between and among states and states and non-state actors.

The global pandemic has significantly affected the economic, social, and physical well-being of societies worldwide. Many populations face high levels of insecurity based on this context, as well as several years of economic stagnation and widening social inequality (which is increasingly blamed on globalisation), and the perceived impact of migration flows on social security nets. According to the Global Risks Report 2020, there is an ‘increasing risk of domestic and international divisions’ and an ‘unsettled geo-political landscape – one in which states are increasingly viewing opportunities and challenges through unilateral lenses’. In addition, there is an urgency to transform economies amidst the growing threat of the climate emergency. Governments are becoming more internally focused. This has a potential negative impact on international development budgets, which will impact collaboration between the Global North and the South on key issues like climate change, human development and peacebuilding.

## The African context

Within the Global South, and Africa in particular, where the IJR works, a great deal of effort has been invested in developing peace and security and governance architectures, including their accompanying frameworks. However, many countries remain vulnerable, and some may have become even more fragile in recent years, which has given rise to new cycles of violence and extremism. Many of the continent's conflicts have their roots in the contestation for access to scarce resources. This means that the pursuit of peaceful societies depends on the extent to which states can develop sustainable conflict-management systems (including democratic governance) and succeed in achieving equitable and inclusive growth. The prospects for the consolidation of democracy and economic growth are becoming dimmer.

The continent has witnessed democratic backsliding, along with a trend towards authoritarianism and third termism. Marginalisation and exclusion, coupled with growing human rights abuses and corruption, provide a fertile environment for deeply polarised societies that are susceptible to ongoing cycles of violence and extremism. In some instances, the pandemic has been used to justify further restrictions on freedom of association and expression, and election delays, all of which have led to a further breakdown of trust between citizens and the state. The pandemic has also negatively impacted the quest for gender equality as women's unemployment rates have increased, the scourge of violence against women has surged, and the implementation of advancing women's participation in decision-making structures has been sidelined or delayed.

Increased social and economic vulnerability, including those that emerge from the effects of climate change, are likely to accelerate the migration to urban centres across Sub-Saharan Africa. The migration of mostly young populations will place additional pressure on deeply indebted governments to fulfil their basic mandates, particularly in urban centres. As a result, many governments are likely to fall behind in the achievement of their sustainable development goals (SDGs) for 2030, and the continent will be delayed in implementing Agenda 2063. This already appears to be the case for SDG16.

The rise of alternative subnational and cross-border sources of power, such as violent extremist groups, militias and crime syndicates, further erodes the legitimacy of governments across Africa as their capacity to provide security is diminished. These groups have been particularly agile at offering alternative spaces of belonging, providing access to resources and articulating subversive narratives, resulting in the breakdown of trust between citizens and the state. Against this backdrop, human rights abuses have worsened, corruption continues, and democratic states are becoming increasingly fragile. Round 8 of the Afrobarometer, Africa's most comprehensive public opinion survey project on governance issues, points to a decline in the perceived supply of democracy across the continent. With Round 8 having mostly been conducted prior to the pandemic, the IJR anticipates that this situation may since have deteriorated, following disproportionately harsh lockdown measures that curbed the rights and freedoms of Africans.

In light of the above, we contend that the pandemic has heightened and exacerbated existing social cleavages and led to further deterioration of social cohesion and peace within states. A violent regional insurrection in South Africa during June 2021 showed that even the continent’s so-called ‘most sophisticated economy’ has been vulnerable in this regard. The work of the IJR is, therefore, more critical than ever given the economic, social, political and psychological consequences of this period of discontinuity and accelerated change.

## DEFINING JUSTICE



The IJR works on the basis that justice means the equal, inclusive, and fair access to the human rights and provisions that enable individuals and communities to achieve well-being and an enriching livelihood.

The IJR’s approach views the pursuit of justice as an instrument to engage with the unequal and unjust legacies of the past, challenge the status quo, and, in a forward-looking manner, advance the building of inclusive, fairer, more democratic and more peaceful societies. Since its inception in 2000, the IJR has placed an emphasis on the promotion of reconciliation and building of bridges between individuals and communities within deeply divided societies. The IJR has recognised the importance of deepening its engagement in the promotion of justice with a view to effecting change and the transformation of societies.

The IJR’s strategy outlines the focus on socio-economic justice (inclusive development) for work in the period 2022–2025. In South Africa in particular, 2022–2025 will see increasing demands from citizens for less rhetoric on issues of nation-building and social cohesion and a stronger focus on socio-economic justice through more aggressive job creation, poverty reduction, environmental justice, and the eradication of corruption.

The IJR has always worked in the field of transitional justice. The IJR’s work is aligned with the AUTJP, which was adopted in February 2019 and which places an emphasis on the principles and processes of truth-recovery, accountability, reparations, psychosocial support and institutional reform.



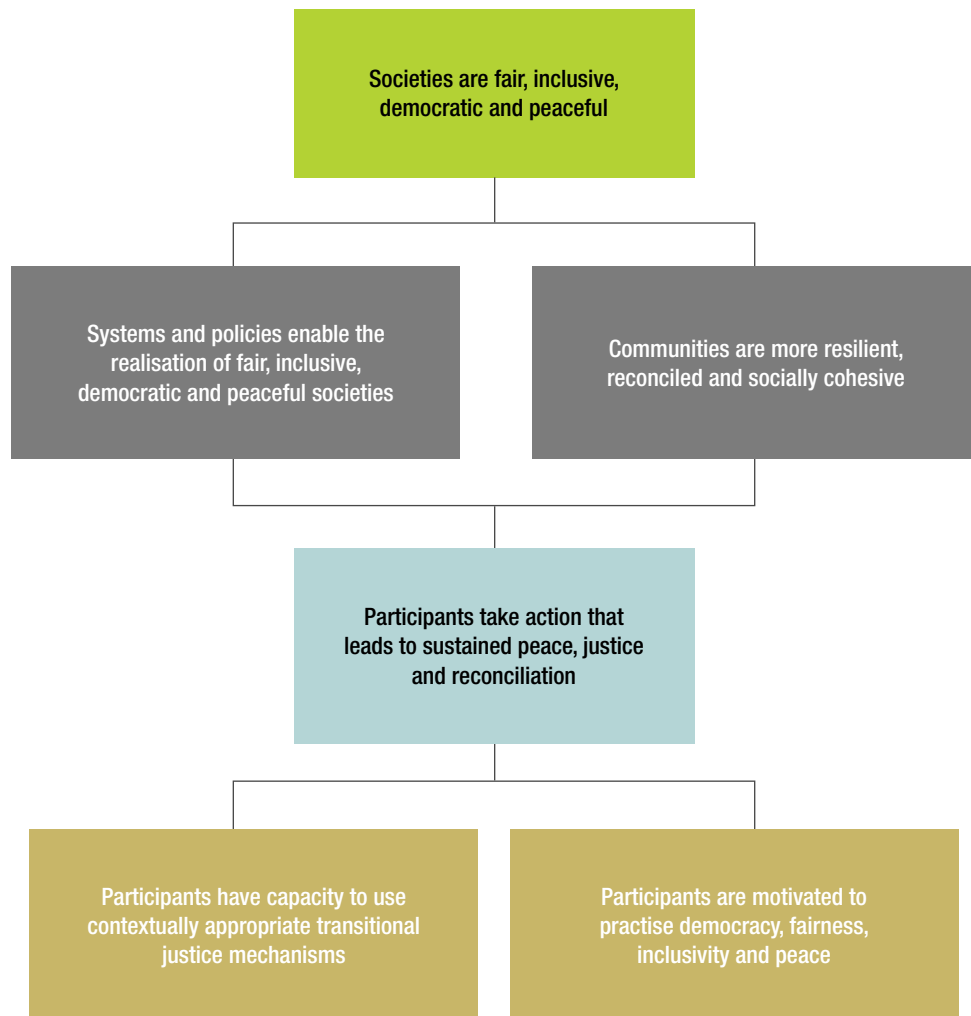
## DEFINING RECONCILIATION



Reconciliation can best be understood as a process that seeks to restore relationships which have been undermined by injustice and human rights violations. Reconciliation is based on a mutual recognition and acceptance by the divided parties, as well as a range of processes aimed at building trust, and recovering the truth of past injustices and harmful acts, as a basis for forging a new relationship based on respect, interdependence and the gradual healing of relationships.

IJR's South African Reconciliation Barometer (SARB) is one of the world's longest running perception surveys that continues to reshape the discourse of reconciliation across the continent. Through various interventions and programmes, the IJR creates spaces for Africans to define, reflect and engage on the concept of reconciliation, through its Sustained Dialogues and Peacebuilding Interventions Programmes.

# WHAT THE IJR WISHES TO ACHIEVE IN THE WORLD: KEY OUTCOMES



The IJR directs its energies towards the building of societies that are fair, inclusive, democratic and peaceful, in contexts that are currently afflicted by conflict or where societies continue to grapple with the historical legacy of these conflicts.

We pursue this long-term organisational goal in the belief that change, particularly change aimed at the transformation of entire societies, is systemic. As such, successful outcomes need not be, and rarely occur, in direct proportion to the human or financial resources that are allocated to them. A staff of 40 and a limited budget will not go far in addressing the sheer scale of the challenges that we seek to address across the African continent. Instead, we operate with the firm conviction that our value addition to the societies where we work is dependent on the IJR's capacity to work collaboratively, innovate and identify catalytic leverage points that exist within these societies to bring about exponential change within their social systems.

By implication, our approach underscores our basic conviction that social change of the kind that we pursue must be people-centred, locally owned and rooted in the societies that we serve. The scope for and contours of change resides within them. It is not our role to impose grand external designs of what fair, inclusive, democratic and peaceful societies should be looking like in practice. Instead, the IJR views its role to be that of experienced facilitator of organic change processes that are shaped by the contextual realities and requirements of our stakeholders. We support and nurture the agency of societies to craft inclusive solutions for the unique challenges they face. This perspective on change, which underscores local ownership, is grounded in more than two decades of experience in various transitional societies across the African continent and, in recent years, further abroad.

With research and dialogue counting among our core strengths, the IJR's primary contributions revolve around context analysis, the diagnosis of key leverage points in conflict systems, and the creation of inclusive dialogue platforms that engage with these issues on an informed basis. To support this, the IJR has prioritised five concrete outcomes which, separately and combined, are intended to reinforce the pursuit of our long-term goal in the course of the next four years. The types of participants we work with to achieve this are, among others: local communities, civil society organisations, educational institutions, think tanks, government departments, intergovernmental organisations, international development agencies, the diplomatic community, and corporate business entities.

## IJR's key outcomes

### **1. PARTICIPANTS HAVE THE CAPACITY TO USE CONTEXTUALLY APPROPRIATE TRANSITIONAL JUSTICE MECHANISMS**

Capacity means that participants have knowledge and skills, including awareness of best practice in the areas in which they work. Examples of this are consideration of hybrid approaches, such as local peace and reconciliation committees in Central African Republic; or new, contextually relevant strategies that contribute to building fair, inclusive, democratic and peaceful societies, such as developing community engagement strategies in preventing violent extremism (PVE) national action plans; or training in conflict resolution methods and dialogue facilitation.

### **2. PARTICIPANTS ARE MOTIVATED TO ENABLE FAIRNESS, INCLUSIVITY AND PEACE**

'Motivated' participants, in this context, refers to stakeholders who, as a result of our interventions or knowledge products, feel compelled to become the driving forces of systemic change in their respective contexts, as witnessed through their commitments and intentions to apply the skills and knowledge they have gained.

### **3. PARTICIPANTS TAKE ACTIONS THAT LEAD TO SUSTAINED PEACE, JUSTICE AND RECONCILIATION**

Sustained and entrenched peace, justice and reconciliation should be traceable to the actions of participants who have been motivated as a result of the IJR's interventions and/or knowledge products. Such evidence can exist in the form of new policies, practices, or community structures that have been created as a result of the initiatives of beneficiaries of IJR's various offerings. Examples of this include the establishment of the queer collective in South Africa to support LGBTQIAP+ people, or the creation of the national transitional justice working group in Zimbabwe to address historical human rights violations and abuses in the country.

### **4. COMMUNITIES ARE MORE RESILIENT, RECONCILED AND SOCIALY COHESIVE**

This outcome refers to the presence of positive peace within communities. Evidence for this can be found in communal structures and practices, which have been initiated by the beneficiaries of the IJR's work that reinforce resilience, reconciliation, and social cohesion. An example of this is in a community in South Africa where groups who were in conflict along race lines have healed their differences and have formed a collective to advocate local government to improve services in their community.

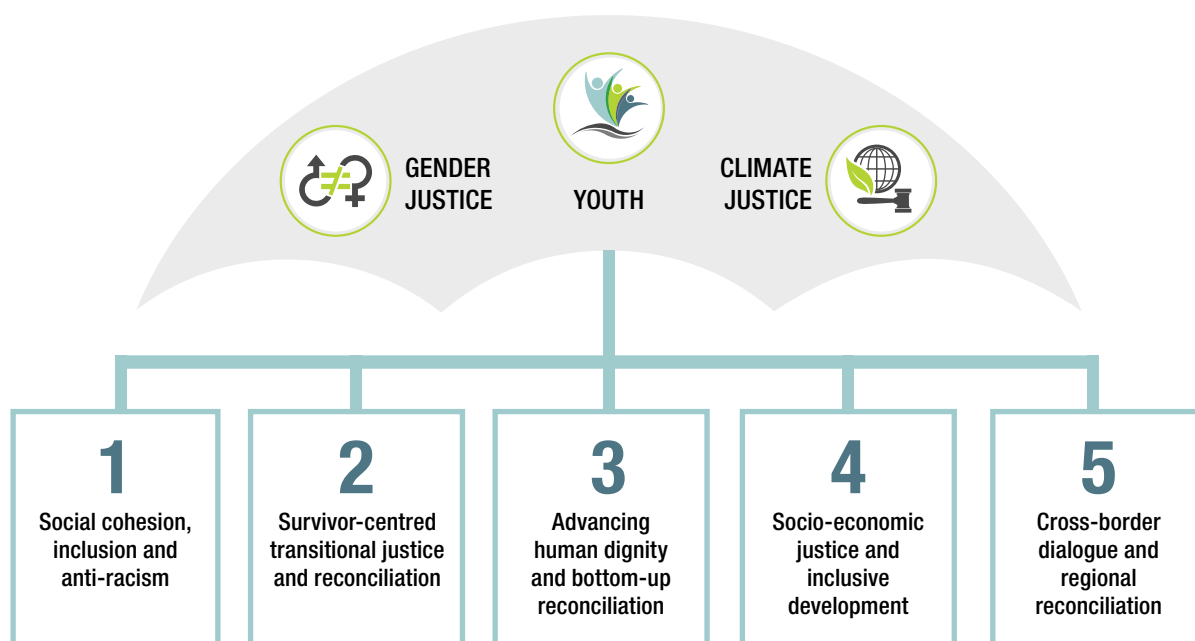
### **5. SYSTEMS AND POLICIES ENABLE THE REALISATION OF FAIR, INCLUSIVE, DEMOCRATIC AND PEACEFUL SOCIETIES**

Systems and policies at national and continental levels – that are inspired by the IJR's research, analysis, and implementation support – contribute to operationalising interventions that achieve transitional justice and SDG outcomes; for example, the AUTJP provides guidelines for redress and accountability in war-affected countries.



# THEMATIC AREAS OF WORK

Informed by our global, continental, and national scanning exercise, of which a condensed version was presented in the previous section, the IJR will apply itself to **five focus areas of work**, and working with **three themes that cut across all the focus areas**.



The IJR remains committed to working across these five work areas, which we have been embedded in for more than two decades. Our experience suggests that these areas have long-term validity and relevance that, over the past four years, have gained further prominence. It will be critical in the course of the next four years to innovate in the development of new insights and methodologies within these five areas.

## Focus areas of work

### WORK AREA

# 1

## SOCIAL COHESION, INCLUSION AND ANTI-RACISM

The successful attainment of reconciliation in previously divided societies hinges on the extent to which the structural or root causes of systemic conflict have been addressed. The extent to which this is achieved marks the difference between the distinction that peace scholar, Johan Galtung, makes between negative peace, denoting the mere absence of conflict, and positive peace, which refers to the absence of the conditions that sustain conflict. This work area, which focuses on social cohesion, inclusion and the absence of racism, therefore concentrates on the pursuit of this positive variant of peace. The IJR's systems perspective recognises that, although conflict in Africa frequently manifests along ethnic or racial lines, its origins may be the result of an interplay between political, economic, social, environmental and, increasingly, technological variables. In this work area we hold context-sensitive, dialogue-based engagements, informed by quantitative and qualitative data and in collaboration with local partners who have deep contextual understanding. We also seek to provide implementation support to key national, continental and international frameworks promoting social cohesion, inclusion and anti-racism, for example, the Women Peace and Security Agenda

### WORK AREA

# 2

## ADVANCING HUMAN DIGNITY AND BOTTOM-UP RECONCILIATION

Closely linked to our first work area, this focus is derived from our experience that spans over two decades and across multiple geographies – that respect for human dignity determines the inclusiveness and, ultimately, the success of reconciliation processes. This imperative for dignity starts with ensuring that the most vulnerable in societies are incorporated and equipped to engage on an equal footing with other stakeholders. It is therefore critical that reconciliation processes are inclusive and participatory. Effective reconciliation processes start from below and include the voices of the most marginalised, especially women and gender minorities, and do not merely reflect the interests of political elites. The IJR's programmatic content and engagement strategy is trauma-sensitive and prioritises the empowerment of stakeholders while promoting agency in the crafting of reconciliation processes.

## WORK AREA

# 3

### SURVIVOR-CENTRED TRANSITIONAL JUSTICE AND RECONCILIATION

Survivor-centred transitional justice and reconciliation are necessary to redress the historical legacies of injustice in Africa which continue to manifest in human rights violations, trauma, daily stress, shrinking democratic spaces, and weak institutions. Survivor-centred justice is the commitment to listen to and prioritise the needs of those affected by violent conflict. It includes a do-no-harm lens that acknowledges the pain and suffering of individuals and communities while creating safe spaces for healing, dialogue and reparations. Equally, survivor-centred justice seeks to empower survivors of violent conflict to speak out, organise and lobby for the attainment of their rights. This approach is central to the IJR's transitional justice work at the micro, meso and meta level, and aligns closely with the organisation's own values and principles of placing people and their context-specific needs at the heart of all engagements.

## WORK AREA

# 4

### SOCIO-ECONOMIC JUSTICE AND INCLUSIVE DEVELOPMENT

Socio-economic justice and inclusive development, as a focal point, emphasises the material fairness and inclusiveness dimensions of the IJR's organisational vision. Our research and experience unequivocally point to disputes over the control of, and access to, material resources as a major source of conflict within the geographical areas where we work. To develop a comprehensive understanding of the roots of such conflicts, but, by the same token, the leverage points for peacebuilding, the organisation aims to continually sharpen its analytical competency to understand the linkages between human development and peacebuilding. In light of this, the Institute does not seek to position itself as an economics think tank, but rather as an authority on the interplay between the economic, social and environmental drivers of conflict in Africa.

## WORK AREA

# 5

### CROSS-BORDER DIALOGUE AND REGIONAL RECONCILIATION

This work area gives recognition to the fact that African conflicts are rarely contained within the sovereign borders of states. This has important implications for the prevention of violent conflict and the attainment of sustainable peace on the continent. The IJR seeks to promote and use continental mechanisms such as the AUTJP that promote dialogue and redress to achieve durable solutions to cross-border instability, violence, and human rights abuse. Guided by our continental horizon scan, our work in this field will increasingly prioritise the imperative to counter and to prevent violent extremism.

## Cross-cutting themes

### **GENDER JUSTICE AND RECONCILIATION**



Gender justice is a vital component of peacebuilding. Peace and security for women in terms of their participation in peace processes, prevention of violence against women, the protection of women, and mainstreaming gender into relief and recovery efforts is key to creating peaceful, democratic and inclusive societies. Gender inequality and gender-based violence (GBV) remain widespread and are pertinent issues to African transitional justice processes because they are issues based on unequal power distribution which cause social, cultural, psychological and economic harm. The IJR pursues an integrated, collaborative and intersectional approach to women peace and security – linking legal and policy resources, community and digital engagement strategies and psychosocial interventions, and seeking to address the range of drivers of gender-based violence and injustice. Work within the gender justice and reconciliation theme is about addressing persistent gender inequalities, violence against women, and disrespect for diversity (including sexual identities).

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### **YOUTH INCLUSION**



Young people (aged under 35 years) constitute the majority (65%) of Africa's population. Building on United Nations Security Council Resolution (UNSCR) 2250, young people are a positive force for change. In order to realise its full potential, however, this demographic group will have to overcome key obstacles, such as limited access to financial resources, land and economic opportunities, quality education and meaningful employment. Evidence has shown that marginalisation from a lack of access and opportunity could result in radicalisation and, ultimately, violent extremism. In light of this, it is the IJR's view that a considered approach to peacebuilding on the continent must include the perspectives and participation of young people. Towards this end, the IJR works to ensure the inclusion of young people across all political, social and economic spheres.

## ENVIRONMENTAL JUSTICE



The International Panel on Climate Change (IPCC) released the first instalment of its Sixth Assessment Report in August 2021, noting that several of the adverse effects of climate change that could have been prevented a decade ago have now been locked in without the possibility of a reverse in fortunes. Furthermore, it noted that, in the absence of immediate and extraordinary action, governments will miss the target of keeping average global temperatures within the 1.5 degrees Celsius range above pre-industrial temperatures much sooner than anticipated. These developments impact on the work of the IJR for two main reasons. First, the increasing frequency of natural disasters (such as droughts, floods, and fires) have implications for resource scarcity and lead to migration to pursue resources, which in turn provides fertile ground for conflict and a need for peacebuilding processes grounded in a sensitivity for inclusive settlements. Secondly, a rapid transition towards a carbon-free society will have a disproportionate impact on nations and communities that are dependent on resource extraction (as is the case across many African states), and also a massive impact on tax revenues and employment in undiversified economies. The IJR will therefore increasingly concern itself with the implications of what a 'just transition' may mean within the respective contexts where it works.

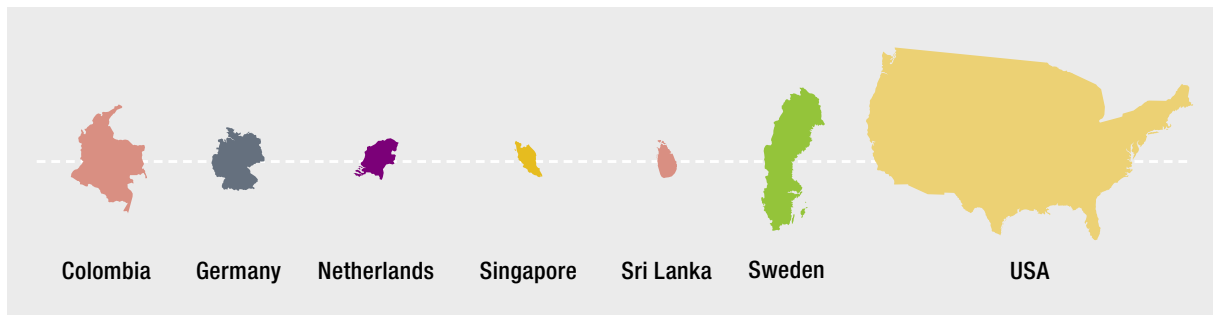
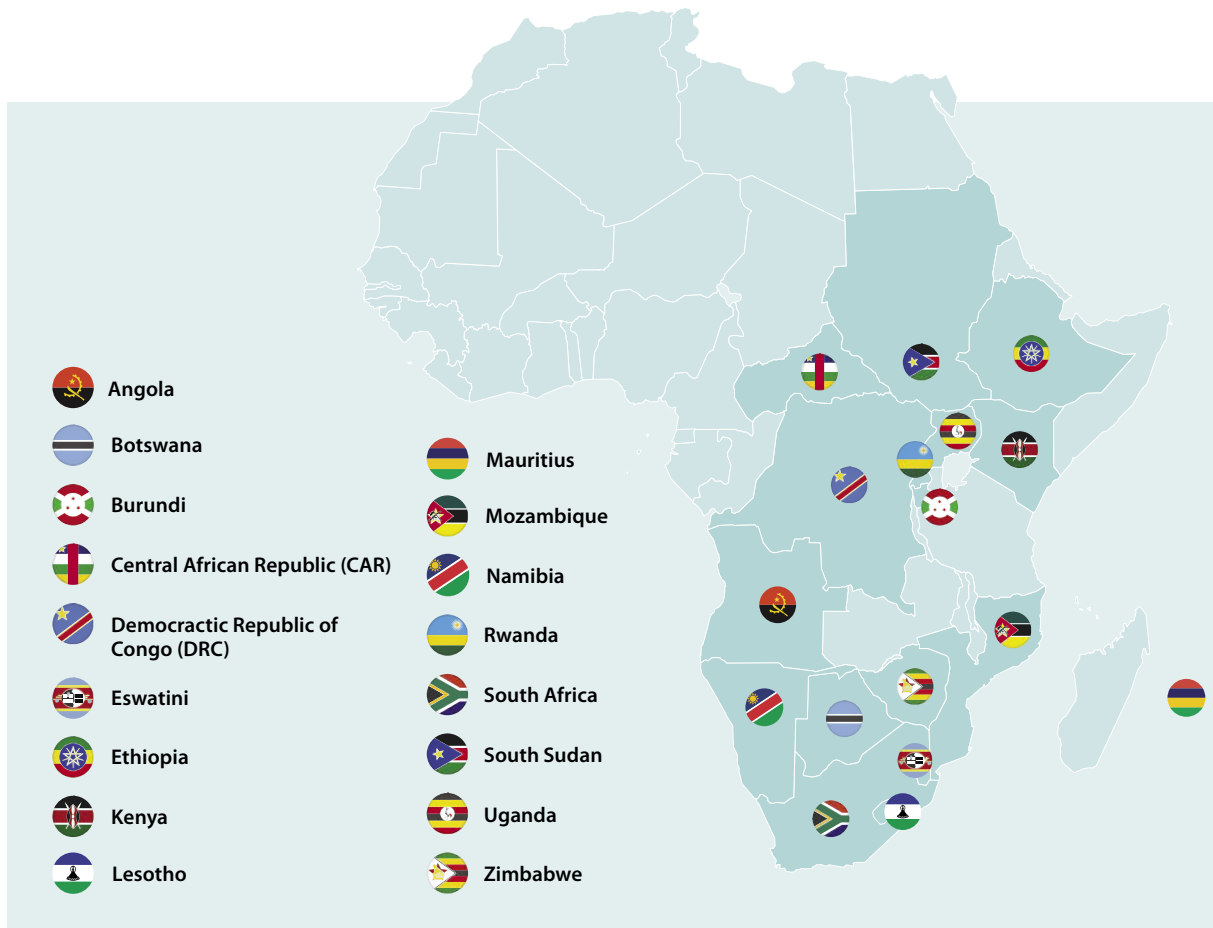


# HOW THE IJR ACHIEVES ITS VISION

## Where we work

The IJR emerged out of South Africa's unique political history and has, over the past two decades, grown into a pan-African organisation with a growing international footprint. The IJR has already invested significant resources in South Africa, Botswana, Lesotho, Namibia, Angola, Mozambique, Eswatini, Mauritius, Ghana, Zimbabwe, Uganda, Kenya, Ethiopia, Burundi, Rwanda, the Democratic Republic of Congo (DRC), the Central African Republic (CAR) and South Sudan and will continue to work in these countries. It will seek to expand its footprint in these countries and to work in other countries as the need arises – for example, countries in the Sahel and East Africa where violent extremism is prevalent. Outside the continent, we will continue partnerships and advisory positions in the following countries where we have working relationships already: Sri Lanka, Germany, Netherlands, Sweden, Colombia, USA and Singapore and seek to build relations with other countries engaged in peacebuilding. We will also deepen our engagements with intergovernmental organisations such as the United Nations (UN), the African Union (AU), the Southern African Development Community (SADC), Economic Community of West African States (ECOWAS), the Intergovernmental Authority on Development (IGAD) and others.







## Who we work with

The IJR deliberately engages with a wide range of institutions and individuals in Africa and internationally to successfully achieve its goals and objectives. These include:

- political actors at all levels (local, provincial, national, continental and global)
- local and international peacebuilding, transitional justice and human rights CSOs across the continent
- INGOs
- Women's organisations
- academic institutions and universities
- analysts and experts across the continent
- media
- community ambassadors in South Africa
- donors.

Strong relationships and partnerships are essential to the successful execution of the IJR's work. Over the next four years, the IJR will continue to grow its stakeholder base with a focus on building networks and connections to grow the impact and power of these relationships. In addition, we will enhance our strategic partnerships, all the while ensuring that any partner is aligned with our vision and mission, whether they are advancing it or are a beneficiary thereof.



# HOW WE DELIVER OUR WORK: METHODOLOGIES



The IJR conducts the following activities to achieve its desired outcomes:

## Research and analysis

- Production of quantitative and qualitative knowledge and advocacy products that inform current and anticipated decision-making and policy processes on appropriate transitional justice mechanisms.
- Horizon scanning and scenario development.
- Dissemination of research and analysis, through public briefings, roundtable discussions, lectures, webinars and social media platforms.
- Active promotion of the utilisation of relevant knowledge and advocacy products in national and inter-governmental policy and system development processes, through technical advice/support, awareness raising, making recommendations based on research and analysis.
- Support to stakeholders for utilisation of knowledge and advocacy products, through op-eds, public debate, webinars, and knowledge transfer.

## Deep and sustained dialogues: Multi-event initiatives which take place over time

- Convening of dialogues with multiple stakeholders, including influencers, decision-makers, civil society actors and ordinary citizens, and motivating stakeholders through consultations.
- Encouragement and support for the creation of safe spaces for dialogues and other initiatives.

## Capacity-building, mobilisation, empowerment and support

- Training and capacity-building workshops for communities and governmental actors.
- Support for community initiatives.
- Technical support to governments, inter-governmental and CSO stakeholders, including for policy development and implementation.
- Technical and psychosocial support to stakeholders, including through referrals.
- Direct active engagements/consultations with government actors, including policymakers and institutions.
- Collaboration with government initiatives.

## Establishment of networks for justice and reconciliation

The IJR conducts networking and relationship/partnership-building with and between stakeholders. In the next four years, we will strengthen our partnerships with the growing network of facilitators, ambassadors and practitioners across several African countries. We envisage a professional network of Africans from across the continent involved in promoting justice and reconciliation through the empowerment and utilisation of the Pan-African Reconciliation Network (PAREN) to support in-country interventions on the continent.

We will also seek to establish a network on preventing violent extremism in Africa.

## Communication and advocacy

The IJR will use media and social media as key drivers for advocacy work to reach multiple audiences to influence attitudinal and behavioural change as well as to engage in critical conversations.

Even though the application of each type of activity on its own can have a positive impact, the IJR is conscious that combining and integrating the types of activities maximises the effect of its interventions. The IJR recognises that each of the methodologies can be a catalyst for other interventions. For example, research conducted can generate new evidence and/or insights which initiate, inform or support dialogues and mobilisation, training and empowerment interventions, and which need to be shared, disseminated and/or published via official policy and social channels. Also, mobilisation, training and empowerment interventions can surface issues which require further insight and evidence through research. They can result in tangible skills benefits and stakeholder actions which need to be disseminated, as well as identify intervention themes and issues which require deep and sustained dialogue. This integrated approach is central to the IJR's strategy for 2022–2025 and guides the development of initiatives and outputs.

## Programmes

The activities to achieve our desired outcomes are delivered through IJR's three programmes:

1. The **Research and Policy Programme** conducts quantitative and qualitative research on the linkages between development, social cohesion and reconciliation, and provides an evidence base for the work of the IJR, as well as to inform policy development. The programme produces and disseminates this research and analysis and supports the utilisation of their knowledge and advocacy products.
2. The **Sustained Dialogues Programme** uses innovative and creative methodologies to foster and sustain reconciliation within and between individuals and communities. Through dialogue, it seeks to transform relations that continue to marginalise, wound and cause injustice in divided societies, and also provides support to communities with healing themselves.
3. The **Peacebuilding Interventions Programme** contributes towards understanding the peacebuilding challenges and strengthening the capacity of African governments, intergovernmental organisations and civil society to implement their own transitional justice and peacebuilding frameworks and processes. The programme also supports such implementation, while ensuring actors are empowered to drive their own processes.

# SPECIFIC INTERVENTIONS THAT THE IJR WILL PURSUE IN THE NEXT FOUR YEARS



Based up on a critical reflection of our work to date, and our horizon and context scans, we have identified the following specific interventions that we will pursue over the next four years. Workplans with specific deliverables and outputs will be determined on an annual basis.

Key intervention	Key achievements to date	How we will build on this
<p><b>Promoting the AU Policy on Transitional Justice</b></p>	<p>A notable achievement in recent years is the adoption of the African Union Transitional Justice Policy (AUTJP) which the IJR contributed to drafting.</p>	<p>In collaboration with CSO partners across the continent, the IJR will focus on broadening understanding and deepening engagement with the AUTJP in the hope that it will catalyse sustained efforts in dealing with the effects of the past in Africa. The AUTJP will be used as a guideline to support civil society, national governments and regional economic communities to enhance transitional and victim/survivor-centred justice and reconciliation policy and practice that ensures social justice. The IJR will bring together a wide spectrum of relevant stakeholders to co-create scalable, research-based interventions able to contribute substantively to evidence-based knowledge.</p>
<p><b>Advancing mental health and psychosocial support (MHPSS) on the peacebuilding agenda</b></p>	<p>Understanding how violent conflict affects people’s mental health and psychosocial well-being and how this, in turn, affects peacebuilding, has been one of the IJR’s priority research areas. The IJR has become one of the leading organisations globally in innovating research and action on linking mental health, psychosocial support and peacebuilding. .../cont.</p>	<p>To take this work further, the IJR will build partnerships across the continent to build an African community of practice that is contextualised and locally driven. .../cont.</p>

Key intervention	Key achievements to date	How we will build on this
<p><b>Advancing mental health and psychosocial support (MHPSS) on the peacebuilding agenda</b></p>	<p>In 2020 the IJR joined a task force led by the Dutch Ministry of Foreign Affairs which successfully lobbied the Peacebuilding Architecture review to highlight the significance of including MHPSS provisions to increase the resilience and agency of people and communities. As an observer member of the Interagency Standing Committee on MHPSS in Emergency Settings' working group on MHPSS and Peacebuilding, the IJR can ensure that community-level research and action are inserted into global debates and policy formulation. The IJR was also invited by the Kofi Annan International Peacekeeping Training Centre in Accra, Ghana, to draft a baseline study on MHPSS in peace support operations in Africa. In 2021, the IJR is leading the development of a UNDP guidance note integrating MHPSS into peacebuilding.</p>	<p>We will continue to innovate context-specific, practical ways in which mental health and psychosocial support (MHPSS) can be integrated into peacebuilding work at both an internal organisational level and in all the IJR's programming. We will also advocate for the inclusion of MHPSS into peacebuilding efforts at a local, regional and international level to ensure the sustainability of peacebuilding and transitional justice efforts. In addition, we will contribute towards creating trauma-informed dialogue spaces with the aim of empowering communities and strengthening resilience.</p>
<p><b>Influencing regional policy agendas through strong networks</b></p>	<p>The IJR has carefully leveraged strong and long-term relationships with like-minded individuals and organisations across Africa, which we nurture and maintain with great sensitivity. These trust-based partnerships allow for more sustainable interventions which in turn give birth to more meaningful outcomes. As such, the IJR has deepened its relationships with leading institutions such as the African Union (AU), the Southern African Development Community (SADC), the SADC-Council of Non-Governmental Organisations (SADC-CNGO), the Zimbabwe National Peace and Reconciliation Commission (whose 5-year strategy the IJR supported in drafting) and Gateway Zimbabwe - a social transformation citizens' initiative of which one of the IJR's staff is a council member.</p>	<p>Looking ahead, the IJR will leverage the SDGs, Agenda 2063, AUTJP, ACDEG, the Roadmap for Silencing the Guns, AfCFTA and the Continental Results Framework to guide and inform our continental strategy from 2022–2025. The aim here is to contribute towards setting the agenda and empowering stakeholders in regional, national and sub-national institutions. The IJR will engage its partners to mitigate against the closure of civic space and the upholding of governance and rule of law standards which are espoused by the continent's own regional institutions. The IJR will grow our continental networks, partners and areas in which we operate. By leveraging the provisions of the African Continental Free Trade Agreement (AfCFTA), the IJR will advocate for and produce policy solutions geared towards building inclusive economies. Local interventions will be linked to policy outcomes and insights mainstreamed across all the IJR's programmes and projects.</p>

Key intervention	Key achievements to date	How we will build on this
<p><b>Strengthening cross-border dialogue and regional reconciliation</b></p>	<p>Conflicts are rarely contained within nation-state borders. Peace and security should therefore be viewed and responded to in terms of regional security complexes. The IJR's work in the Great Lakes Region has adopted a regional approach to peacebuilding.</p>	<p>The IJR will seek to strengthen work across borders to promote transnational dialogue and regional reconciliation processes. The spread of violent extremism is an area that requires regional peacebuilding approaches and the IJR will seek to engage in regional PVE programmes. The gendered dimensions of peacebuilding will be centred in the dialogues and reconciliation processes. Furthermore, the processes will place a strong emphasis on the inter-generational dialogue and memorialisation interventions to ensure that youth actors are proactively engaged in promoting peace and reconciliation in their regions. These interventions will include leveraging multiple media platforms, including print, broadcast and social media. The IJR will utilise documentaries about historical violations to serve as a catalyst for activating dialogue, truth-recovery and introspection among victims, survivors and the wider society.</p>
<p><b>Advancing justice and reconciliation</b></p>	<p>A significant outcome of the IJR's work has been the launch of the documentary film '1972: Broken Hearts' as a catalyst for dialogue on the violations of the past in Burundi and the Great Lakes region. The film is the first documentary film on Burundi that uses first-hand narratives to share testimonies of that country's violent past. Screenings are accompanied by discussions about themes such as impunity and accountability, intergenerational trauma, civic responsibility, and cross-border dialogue and regional reconciliation. Interest in the film has been so strong that a second iteration is being planned. These processes build on generating communal dialogue and engagement interventions, which are then scaled up to the national and regional level, through the IJR's regional reconciliation framework.</p>	<p>This work will complement the efforts of the Burundian Truth and Reconciliation Commission (TRC) and contribute to building an archive of testimonies of the past towards regional reconciliation in the Great Lakes. The IJR is also working on projects linked to youth inclusion in peacebuilding, looking at the drivers of peace, and intergenerational dialogue across the Region. The IJR will also continue working with the Ministry of Humanitarian Action and National Reconciliation in CAR to build the capacity of Local Peace and Reconciliation Committees and in providing ongoing technical support to the Commissioners of the newly established Truth Commission, who have just embarked on their four-year mandate.</p>

Key intervention	Key achievements to date	How we will build on this
<p><b>Preventing violent extremism (PVE)</b></p>	<p>PVE is a relatively new concept, signifying a shift from traditional hard-security counter-terrorism strategies to comprehensive efforts to address the root causes of radicalisation. The UN Plan of Action for Violent Extremism proposes the development of regional, sub-regional and national PVE frameworks, but efforts across the continent remain fragmented. To date, IJR has been working to support national PVE efforts in Mozambique and Central African Republic (CAR), while also looking at ways to strengthen regional strategies, such as those of SADC. In CAR, a National Action Plan (NAP) has been developed for PVE and the IJR is working with local actors, such as peace committees and youth organisations, to generate awareness of what the plan entails and to build the capacity to develop an early warning system. In Mozambique, research and analysis is currently being conducted on the root causes of the insurgency, including a focus on youth perspectives, which can be used to inform the development of a PVE NAP for the country.</p>	<p>Looking ahead, we will conduct research and provide implementation support on countering violent extremism and enhanced awareness and capacity to develop PVE strategies, frameworks and programmes at regional, subregional and national levels. At a regional level, the IJR will work towards supporting the AU and its organ (the African Centre for the Study and Research on Terrorism) and SADC and its proposed regional counter-terrorism centre. It will advocate and provide support for regional and national action plans for PVE and for a systematic PVE response. The IJR will also support the development of subregional PVE action plans in sub-Saharan Africa, including those of Regional Economic Communities (RECS). IJR will also support research on lessons learned from national-level responses to inform future policy and work with local peace committees, women and youth to strengthen their involvement in PVE responses.</p>
<p><b>Leveraging public opinion data to inform national and continental policies on inclusion and social cohesion</b></p>	<p>The IJR has an extensive track record in the crafting and execution of public opinion surveys on governance and social inclusion across Africa.</p>	<p>We will expand our in-house capacity and ability to leverage new technologies to gather representative data that are relevant for the crafting of national and continental policies that promote inclusion and social cohesion. Apart from initiating such research, we will collaborate with other like-minded organisations across the continent to increase the reach and scale of interventions, and to build capacity within the AU through the provision of relevant data on a new online platform. The same project will also seek to empower continental civil society organisations to use relevant data to engage with the AU.</p>

Key intervention	Key achievements to date	How we will build on this
<p><b>Strengthening African perspectives on the linkages between human development and sustainable peace</b></p>	<p>IJR has partnered with the United Nations Development Programme (UNDP) in a number of African countries to enhance the linkages between peacebuilding and development, for example by developing a White Paper on the measurement of social cohesion in Africa, and on mediation, conflict resolution, development and peacebuilding.</p>	<p>The IJR will act as a think tank that contributes to and comments on the significance of human development dimensions that inform lasting peace and reconciliation processes in Africa. Taking a systemic perspective on its analysis of social relations, the organisation will focus not only on individual instances or longer-term trends but also on the general behaviour of systems, as characterised by the nature of the interactions between actors. We anticipate that, in light of the overlap between economic marginalisation and decidedly youthful populations in African nations, this work will to some extent complement the IJR's strengthened PVE focus.</p>
<p><b>Enhancing the women, peace and security agenda</b></p>	<p>The IJR's Gender Justice and Reconciliation Project has been confronting gender injustices and contributing towards the prevention of violence against women in Africa.</p>	<p>Over the next four years, the IJR will expand its gender justice and reconciliation work by enabling the active participation of marginalised stakeholder groups and ensuring visibility for the nexus between gender justice within national and continental transitional justice efforts. The IJR will use its existing partnerships and convening power to build and strengthen the Women, Peace and Security (WPS) agenda, in line with United Nations Security Council Resolution (UNSCR) 1325 and the nine resolutions that buttress it, as well as SDG5. The IJR will continue to advocate for enhanced awareness of the interdependence between gender justice and peacebuilding.</p>
<p><b>Ensuring environmental justice</b></p>	<p>The IJR is an organisation with a wealth of public opinion research and face-to-face insights from its work with communities that are vulnerable to the effects of climate shocks. We are in an advantageous position to develop policy positions on environmental justice, emphasising the links between socio-economic inequality and climate-related inequalities.</p>	<p>To emphasise the importance of environmental justice, the IJR will sharpen its analysis about the linkages between environmental and socio-economic justice. To understand the impact of climate change on societies, it is imperative to bolster existing public opinion research on climate change knowledge across the continent. We will seek to progressively integrate a climate change perspective into our systemic analyses in each of our work areas.</p> <p style="text-align: right;">.../cont.</p>



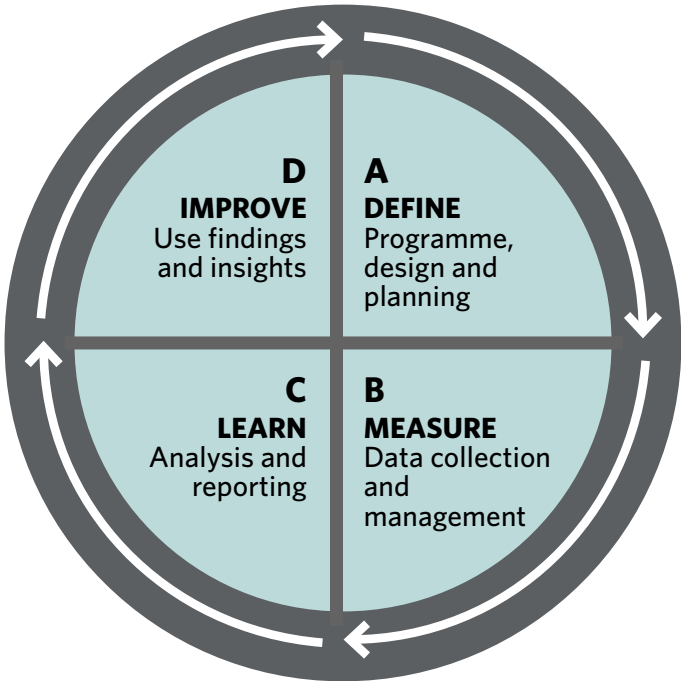
Key intervention	Key achievements to date	How we will build on this
<p><b>Ensuring environmental justice</b></p>		<p>Our Agriculture Project will initiate a series of consultations with stakeholders and the Western Cape Department of Agriculture on the impact of climate change on the local agricultural sector, and later endeavour to expand this work nationally and regionally.</p> <p>Climate injustice is disproportionately a youth issue because youth will predominantly bear the costs of the world's failure to address climate change. IJR will therefore engage young people in recognition of their role as key agents in the fight against climate injustice and advancing food security in their communities.</p>

# MONITORING, EVALUATION AND LEARNING



The IJR has developed a comprehensive and integrated monitoring, evaluation and learning (MEL) system, which will ensure institutional and programmatic learning and improvement, and allow the IJR’s upward and downward accountability (i.e., to the organisation’s funders, partners and beneficiaries). The MEL system is based upon key outcomes, with organisation-wide indicators that programmes will report against. The necessary tools have been developed to ensure that data against indicators can be collected in a rigorous and robust manner.

### *The MEL Cycle*





# ENSURING SUSTAINABILITY

## Sustainability of outcomes

The IJR is committed to achieving outcomes that can continue without our direct intervention. We do this by:

- transferring knowledge and skills to key governmental, inter-governmental, civil society and community actors who continue to conceptualise, develop and implement in-country and regional transitional justice processes on their own. Consequently, the interventions of the project will continue to influence in-country processes beyond the life of the programme. Localised ownership means participating actors will be able to develop and innovate on future processes, which will contribute towards stabilising their own settings.
- establishing relations with local partners who independently exist and need technical support and expertise from the IJR to improve on the quality and effectiveness of their peacebuilding and transitional justice work.
- influencing and supporting policies that will then have continued outcomes as they are implemented in societies, making sure actors are engaging with these.
- making sure that lessons learnt at local level are documented and shared so that they can be filtered/applied to national and regional level (and documenting and sharing lessons in general).

## Sustainability of the IJR

Due to the nature of non-profit organisations, the IJR is mostly reliant on donor funding to support our objectives. Over the years the IJR has secured funding from a number of bi-lateral funding sources such as Sida, DFID etc., international foundations, and local government funding. A sustainability fund is being built, where revenue is generated outside the IJR's annual budget through our Business Development (BD) unit. The BD targets the corporate sector, tertiary institutions, schools and the medical field through bespoke training, interventions and online courses. This has enabled the IJR to identify new areas for collaboration and social interaction that will lead to better growth and sustainability. All of this is centred around the development and implementation of a financial resource and development plan. As the IJR becomes the go-to place for information and support on transitional justice and reconciliation on the continent, and increasingly more globally, further income will be generated through short consultancies and training.

## Partnership forum

Strong relationships and partnerships are essential to the successful execution of the IJR's work. Over the next four years, the IJR seeks to deepen its engagement with its core partners as well as grow its stakeholder base across the continent. The scale of the undertakings needed to achieve the vision of fair, inclusive, democratic, and peaceful societies requires that we build strong partnerships to collaboratively work towards our outcomes. Partnerships with donors enable us to increase the impact of our work, and allows donors to make more meaningful contributions towards its implementation in a partnership forum that will meet on a regular basis.

### *Purpose*

The partnership forum seeks to deepen and strengthen our relationship with funders (current and potential). The Partnership forum:

- will engage and build on relationships with a set of partners who believe in the mission of IJR and who are keen to support the implementation of its Strategic Plan.
- the partnership is not merely based on receiving funding: it is based on mutuality.
- will explore ways to promote growth and sustainability of existing and future programmes through collaboration.
- discuss how to innovate to ensure effective intervention to achieve objectives.
- identify ways in which IJR can deliver transformational change with sustainable outcomes.
- implement information sharing platforms which will include lessons learnt, best practices, monitoring and evaluation and potential areas for programme interventions.



# OPERATIONALISATION OF THE STRATEGY

Each programme and department operates from annual workplans which are based on the strategy and aligned to IJR's MEL system to make certain that effective reporting on the IJR's successes can be achieved. Staff also engage through cross-programmatic working groups, which ensure that work does not happen in silos.

The work of the IJR is supported by the following operational functions:

- **Governance:** Following the principles of the King IV Report on Corporate Governance for South Africa as it pertains to non-profit organisations, the IJR's board of directors serves as the apex structure, and is responsible for its ethical and effective governance. The full board meets annually, and the executive committee meets on a quarterly basis. The executive director is an ex-officio member of the board, and accounts to the board for the execution of the organisation's strategic plan.
- **Financial management:** Finances are managed against a financial management manual. Record-keeping and orders are managed online, ensuring that work can be done from anywhere, which has been particularly important during the COVID-19 pandemic. The IJR conducts a quarterly external review of its financial processes and practices, and has received a clean audit every year since its inception in 2000.
- **Human Resources management:** The IJR places high value on its staff component, and management of staff is guided by its employment manual with detailed policies and procedures. The organisation strives, above and beyond compliance, to provide its employees with the competitive compensation and support to enable them to execute their duties in a conducive working environment. Staff wellness is prioritised, through internal services, and, where required, external providers offer additional services on matters ranging from financial advice to psychosocial support.

- **Communications:** This function is vital for marketing the IJR and its work, and for achieving a consistent brand and messaging, and also in order to bring about some of the organisation's outcomes (e.g., dissemination of products, public awareness raising). The communications department has become even more vital during the COVID-19 pandemic, and has increased its online presence exponentially. The use of webinars, live streaming, social media platforms and online training has become an integral part of the IJR communications strategy. This has led to the mobilising of communications resources and in-house training and the sharing of information, as well as more strategic alliances with media partners. The MEL system allows us to constantly evaluate and improve our communications.



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