

CSVR

Centre for the Study of
Violence and Reconciliation

CSVR FIVE YEAR STRATEGY OVERVIEW: 2020 – 2024

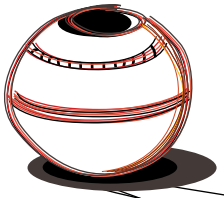
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Our logo is relevant and current. It is symbolic of an “umqomboti” pot, a traditional African pot used in many African cultures. The “umqomboti” pot is communal. It is passed around so that everyone can drink from it. Once a person has taken a sip from the communal pot, she must offer it to someone else in a courteous manner. This pot of traditional brew is always present at important ceremonies. It is also present during negotiations, and for solidifying agreements between neighbouring communities or groupings.

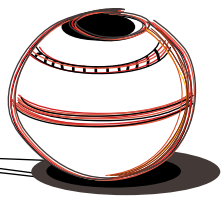
This communal sharing, combined with the pot’s relevance to community (Ubuntu), respect and compromise, are the reasons it has been chosen to symbolise the CSVR – for these are all the qualities needed to resolve conflict and heal wounds of the past.

Symbolically, the logo can be seen as a circle that is almost fully formed. Through building peace and reconciliation, the CSVR aims to complete this circle and create the peace and unity reflected in the symbolism of a circle.



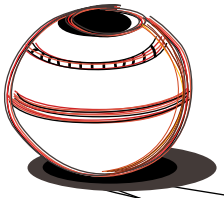
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Acronyms

ACHPR	African Commission on Human and People's Rights
ATJA	African Transitional Justice Approach
ATJRN	African Transitional Justice Research Network
COGTA	South African Department of Corporative Governance and Traditional Affairs
CSO	Civil Society Organisation
CSVR	Centre for the Study of Violence and Reconciliation
GBV	Gender Based Violence
GIJTR	Global Initiative for Justice, Truth and Reconciliation
LME	Learning Monitoring and Evaluation
MENA	Middle East and North Africa
NGO	Non-Governmental Organisation
MHPSS	Mental health and psychosocial support
PARI	Pan African Reparations Initiative
SDG	Sustainability Development Goals
SETA	Sector Education and Training Authority
SGBV	Sexual and Gender Based Violence
UNCAT	United Nations Convention against Torture
UNHRC	United Nations Human Rights Council



Chairperson's Foreword – Mr Tefo Raditapole



In 2020, the Centre for the Study of Violence and Reconciliation (CSVR) celebrates 30 years of existence. In our rapidly changing world, violence remains as pervasive as it ever was; the centre's work is as vital today as it was in 1990.

Our anniversary, together with the conclusion of our three-year strategy (2017-2019) and the start of a new strategic era (2020-2024), is a chance to take stock, to evaluate our strengths and weaknesses, and to reflect on how we can build on the achievements of the past few years.

In recent years we have continued to play a significant role in violence prevention and peace building. We have used our potent mix of skills and content expertise to deliver mental health and psychosocial support (MHPSS), transitional justice and urban violence, torture and sexual and gender based violence (SGBV) initiatives.

Based on the lived experiences and stories of the victims and survivors of violence, we have designed, piloted and implemented programmes in local communities, conducted research and generated evidence-based knowledge. We have also developed regional policy and influenced public discourse on violence at all levels, from the local to the global. We have built our reputation as a South-based organisation, with regional links, developing strong relationships with key national, regional and global partners to enhance the organisation's reach and impact. In our work, we have developed a unique niche, working at all levels from the personal, to communal, national and the global in an integrated manner to globalise our local work, and localise what we do globally.

Our achievements are made possible by our diverse body of staff, invested in their work and committed to gender justice and the promotion of diversity and inclusion. They are also made possible by you, our partners, who have travelled with us in the past three decades; we could not have accomplished this without you. We thank you and look forward to continuing to work with you in the next five years.

This document gives an overview of the new organisational strategy for the next five years (2020-2024), which builds on CSVR's achievements so far.

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Photo by Getty Images

1. Introduction

Founded in 1989 and registered as a Section 21 company in 1990, CSVR is an independent, non-profit organisation. It engages in research, community interventions, policy formation, service delivery, education and training.

For three decades CSVR has worked to understand violence, heal its effects, reconcile communities and build sustainable peace in South Africa, the continent and elsewhere in the world.

In particular, CSVR undertakes targeted research and advocacy in partnership with civil society and affected communities in order to hold state, continental and global institutions accountable. A multi-disciplinary institute, CSVRs expertise and skill set offer a comprehensive and integrated service.

The Centre provides technical support and works with individuals and communities, to focus on the wide range and forms of violence and conflict, including collective and inter-personal, political and criminal, state and social violence. CSVR provide mental and psychosocial support (MHPSS) and other interventions to address and prevent violence and human rights violations.

CSVR's work is rooted in an analysis of the shifting forms of conflict and violence within societies enduring a transition to democracy.

Our strategy for the next five years seeks to continue this work and build on it. This five-year strategy overview (2020-2024) reflects the strategic development process undertaken by CSVR in 2019, at the conclusion of the previous three year strategy. We have identified strategic priorities around which our organisation will be structured.

CSVR's Vision and Mission

Our vision is the "end in mind" – the change we as an organisation want to see in the future. Our mission statement defines why we as an organisation exist – what we do; who we it do it for; and how we do it.

Vision

Peaceful, equal and violence-free societies.

Mission

To promote sustainable peace at community, national, regional and global levels by understanding, preventing and addressing the effects of violence and inequality.

CSVR's Values

CSVR's values are used to guide all decision-making processes (who we work with, where we work, how we do our work). These shared values provide a common frame of reference for the staff, partners and stakeholders, and encourage cohesion. The following core values will serve as the foundation for CSVR for 2020-2024.



Promote equity and equality.



Uphold good governance and accountability.



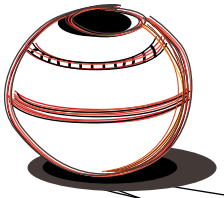
Recognise the value of the diverse lived experiences of communities.



Invest in knowledge and learning.



Respect for human rights and dignity.

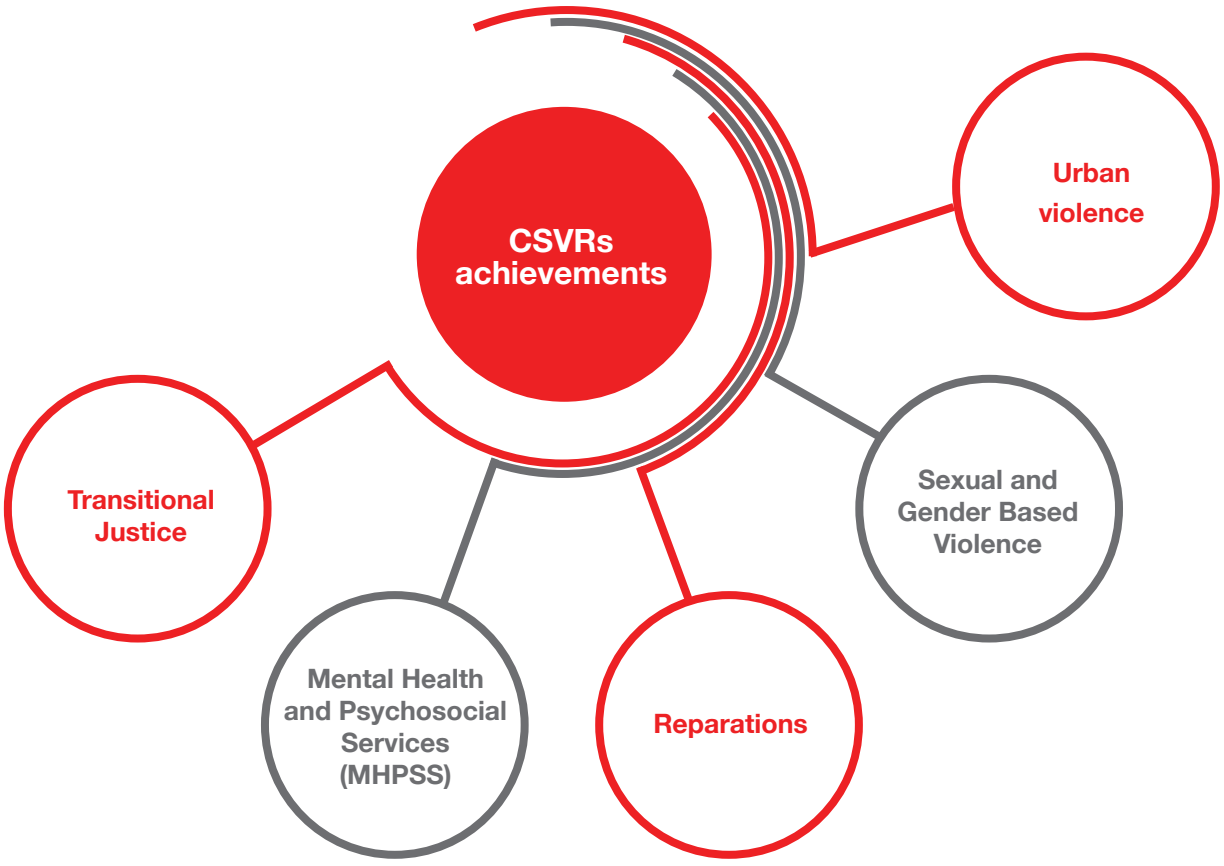


Our track record

CSVR's achievements in the last 30 years create the foundations on which we will build in the next five. We are proud to have built a reputation for challenging exclusive forms of identity and promoting inclusive policy development. We have made powerful contributions in various partnerships at various levels, and our standing as a South-based organisation with strong regional links gives us the credibility to engage in global debates that challenge global inequalities.

We have developed a unique niche working at all levels from the personal to communal, national and global, and our strength comes from the fact that while engaging with those in power in our work, we remain connected to those affected by violence, torture and conflict.

Some of our achievements are outlined below.



Transitional Justice

CSVR has been critical in advancing impactful peace-building and transitional justice in Africa. In particular, CSVR:

1. Engaged in transitional justice processes in South Africa, Sierra Leone, Liberia, Zimbabwe, Lesotho, Mali, The Gambia and South Sudan, and has for the past nine years, provided technical support to the African Union policy-making organs for the development of continental policies on transitional justice for victims including the African Union Transitional Justice Policy (AUTJP) and the African Commission on Human and People's Rights (ACHPR) study on Transitional Justice and Human and People's Rights in Africa. To date, these two soft law instruments have been adopted and CSVR is currently leading their continent-wide implementation and popularisation.
2. Hosts the **Annual Continental Transitional Justice** forum together with the African Union Commission, bringing together key individuals to share experiences and shape practice on transitional justice.
3. Jointly established the **African Transitional Justice Research Network** (ATJRN), a network of 1,200 people, which produces bulletins and host workshops on transitional justice.
4. Founded and manages the **International Journal of Transitional Justice**, the only regular accredited publication on transitional justice, published in partnership with Boston University's Centre for Human Rights and International Justice and the Oxford University Press.
5. Participates as the only African partner in the **Global Initiative for Justice, Truth and Reconciliation** (GIJTR). CSVR brings African experiences and approaches to transitional justice to the consortium, which undertakes rapid response and holistic transitional justice projects in countries emerging from violent conflict (including South Sudan, Middle East and North Africa [MENA] region, Guinea, the Gambia and Sri Lanka).

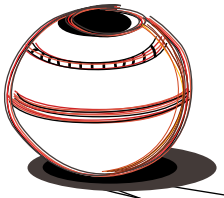
Mental Health and Psychosocial Services (MHPSS)

CSVR is one of only a few specialist organisations providing therapy and counselling to victims of torture, forced migration and violent crime, and as such has been critical in strengthening evidenced-based MHPSS interventions. CSVR:

1. Established networks and partnerships with relevant communities, service providers and government departments and conducts research, supports social mobilisation, and provides training on the complex issues arising from violence and torture.
2. Provides group work to refugee children
3. The only mental health-implementing partner with United Nations Human Rights Council (UNHCR) in South Africa .
4. Beyond South Africa's borders, it provides MHPSS technical support and training in various countries (including The Gambia, South Sudan and Guinea to date) and built the capacity of local institutions to provide emotional containment to survivors.

Reparations

CSVR established and coordinates the **Pan African Reparations Initiative** (PARI), supporting a network of over 35 organisations that provide reparations, rehabilitation and MHPSS services to victims of torture and other gross human rights violations in Africa. PARI convenes on an annual basis, and



supported the African Commission on Human and People's Rights (ACHPR) in developing the general comment on redress for torture in Africa. It is currently developing guidelines for effective and practical implementation of the general comment.

Sexual and Gender Based Violence

CSVR integrates its gender expertise into its interventions and advocacy work across various forums. Specific work on Sexual and Gender Based Violence (SGBV) includes:

1. Serving as the Civil Society Organisation (CSO) representative of the National Steering Committee and Interim coordinating structure on Gender Based Violence (GBV) in the country. This structure sits within the Office of the Presidency.
2. Working in close collaboration with Non-Governmental Organisation (NGO) coalitions and networks to address violence against women.
3. Publishing ***Violence against Women in South Africa: A Country in Crisis***, a research report that is being used in the review of the National Action Plan on GBV. The high profile study influenced public discourse and sparked the political recognition of violence against women as a nationwide crisis.

Urban violence

CSVR drives a number of initiatives addressing the issue of urban violence. To this end, CSVR:

1. Conducted a study of the **Community Work Programme in advancing violence prevention**.
2. Established a **partnership with the South African Department of Corporative Governance and Traditional Affairs** (COGTA) on a violence and crime prevention intervention.
3. Facilitated by the COGTA partnership, formed **capacity-strengthening partnerships with community change agents**, victims and at-risk groups in four communities across Gauteng (Marikana, Ekangala, Inner City and Kagiso). The community change agents are now working to address authority-based urban violence and to actively raise their community's concerns with local authorities on how to best tackle urban violence.
4. Through participation in the **Global Alliance initiative on Urban Violence,** CSVR supports a network of organisations advancing the integration of psychosocial approaches in the prevention of urban violence. The Global Alliance currently comprises of CSOs from four countries (the Philippines, Liberia, Denmark and South Africa).

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Photo by Spencer Platt/Getty Images

2. Our work in context: evolving forms of violence

Established amidst the violence of apartheid, CSVR has sought to address the causes and consequences of violence within a continually evolving context. Understanding the drivers and the changing expressions of violence on the continent is crucial for grounding our strategies and ensuring that we fulfil our mission and achieve our vision.

Our context: Key trends



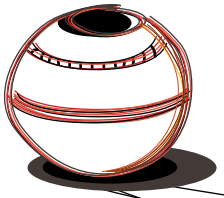
Legacies of apartheid and colonialism: The legacy of apartheid and colonialism remain relevant in understanding present-day violence within South Africa. Violence is ingrained in the country's social fabric as a result of its brutal past. Similarly, across the continent, the violent nature of slavery, colonisation and post-colonial economic oppression has resulted in violence becoming normalised and embedded in many societies.

Despite resources invested in recovery in countries transitioning to democracy, historically entrenched oppression and violence often remains or re-emerges, and Africa continues to be ravaged by intra-country conflicts. Societies led by wounded or fearful leaders tend to suffer doubly. Understanding and addressing the complexity of violence in transitioning countries in Africa and the efforts by the continent's leaders to tackle these issues will guide CSVR's strategy in the next five years.

The impact of inequality: Violence has grown more pervasive across society in recent years, driven and perpetuated by profound inequality in terms of gender, race and class. The emergence of an elite detached from, and unaccountable to, the everyday realties of the marginalised, together with high-level corruption and a lack of institutional transformation, gives rise to unmet socio-economic needs. This in turn results in restlessness and agitation and drives public and collective violence. Addressing social inequality and governmental unaccountability is critical to creating more peaceful societies.

The development crisis: In addition to inequality, Africa ranks lowest on all indexes of development. Development initiatives that are implemented seldom take into account the impact of gender discrimination, unresolved trauma and scarring – there is little appreciation for the interface between transition, development and mental health and psychosocial support. The failure to deal with these issues then becomes a stumbling block to the success of development. Sustainability Development Goal (SDG) 16 begins to address these issues, but interventions and policies are limited. CSVR will continue working to bridge this gap in the next five years.

Human rights violations: Violations of human rights, including torture, persist. Amnesty International states, "There is still an enormous gap between the rhetoric of African governments, which claim to protect and respect human rights and the daily reality where human rights violations remain the norm". Victims include refugees and migrants, torture survivors from conflicts, ex-combatants, and alleged criminals, prisoners, protestors and perpetrators of violent extremism subject to torture by state authorities attempting to deal with violence and crime. Survivors/victims struggle to find help for healing and redress. Violations continue with impunity and many regional and international treaties are not enforced. Access to redress, MHPSS and justice remains a major challenge for survivors/victims across Africa.

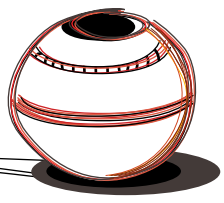


The rise of urban violence: Violence has become an urban phenomenon in recent years, erupting in towns and cities where there are higher levels of political and civic activism, ethnic and national diversity, but where these factors are not matched by effective means of building social cohesion or civic participation. Understanding the complex interaction of criminal and political dynamics that promote urban violence is key to creating more peaceful societies.

Sexual and gender-based violence (SGBV): SGBV remains prevalent today; activists and practitioners have been campaigning on these issues for decades. Recent public awareness campaigns (including #Totalshutdown and #AmInext) have created greater public awareness of the depth of the SGBV crisis in South Africa and highlight how SGBV has affected all areas of society. Deeply embedded cultural norms regarding gender, persisting gender inequality, and a history of sexual violence as a method of torture and oppression, all contribute to the crisis. A lack of access to justice for survivors/victims means that they may rely on alternative justice systems that are seldom equipped to provide the support they need, instead often reinforcing patriarchal attitudes and continuing the culture of silence and isolation. Continuing to address SGBV and the role played by gender inequality in driving such violence is a central part of CSVR's strategy for the next five years.

Violent crime: Violent crime continues to be one of SA's biggest problems, undermining social efficacy and cohesion and national development. Recent police statistics paint a gloomy picture: in the year to 31 March 2019, there was an increase in all violent crimes – and in reality the numbers are probably much higher than those reported (especially with regards to SGBV). In the past decade, national discourse on the subject has focused on a police/safety-oriented approach, but the biggest challenge in the reduction of violence lies in prevention. Government and other stakeholders need to adopt alternative approaches, including psychosocial and gender orientated initiatives if they are to become preventative rather than just reactive.

The above analysis depicts the difficult and complex terrain for building peaceful, equal and violence-free societies. But the seemingly insurmountable challenges around violence and peace building strengthen CSVR's resolve to address these issues. There are opportunities for learning and for building a depth of experience, and our commitment is to gain a better understanding of violence and conflict so that it can be prevented; to develop tools and systems for addressing the effects of violence, for healing those affected by it, and for peaceful and prosperous communities to thrive. Thirty years in the field has given us unique insights that we bring into every situation, to be discussed in the next section.



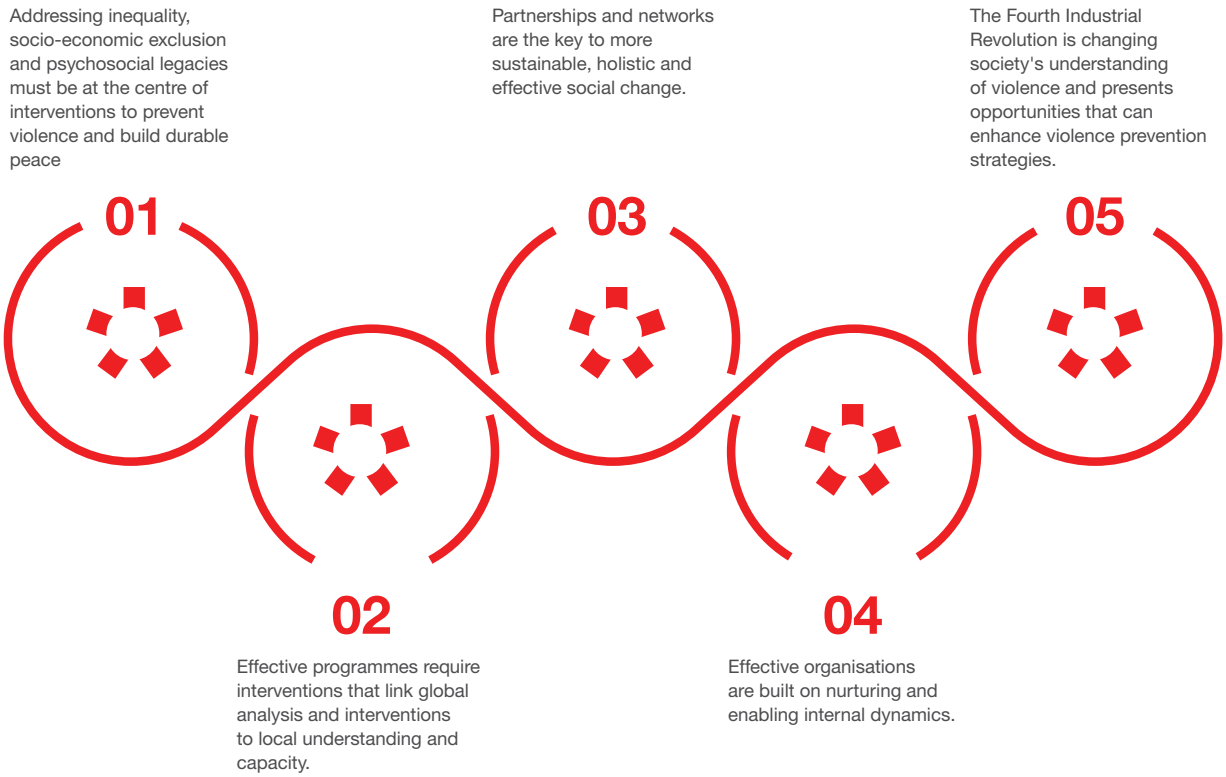
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Ashraf Hendricks/GroundUp

3. Insights from the field

Insights that we have gained and lessons derived from CSVR's 30 years of work shape our strategy and how we will position ourselves in 2020-2024.



Addressing inequality, socio-economic exclusion and psychosocial legacies must be at the centre of interventions to prevent violence and build durable peace. Socio-economic and gender inequality is a key driver of violence that becomes embedded in political, economic and cultural systems, so becoming part of the collective psyche, social norms and institutional culture. Addressing gender inequality and economic exclusion should be at the centre of national and global interventions. Legacies of inequality need to be addressed through new legal-political norms and psycho-social processes. Within the persisting global context of inequality between North and South and the enduring legacies of colonialism, effective violence prevention, transitional justice and peace-building, initiatives require leadership and innovation rooted in South-based experience. Investing in increasing African thought leadership is crucial as a strategy of addressing this global inequality and ensuring that knowledge generated from the African context helps to shape global responses.

Effective programmes require interventions that link global analysis and interventions to local understanding and capacity. The causes of and solutions to problems of violence and conflict have both a global and a local dimension. Contextualisation is crucial as each context presents a different set of challenges and requires different local (often unrecognised) resources to address its challenges. Knowledge and expertise built on these contextual realities is a critical resource that can shape innovative solutions and address the power dynamics that help drive conflict. Contextual realities find expression through the voices of survivors and marginalised communities. Such voices should be a cornerstone of local and global dialogues about violence and conflict. Social media, more inclusive policy forums and social mobilisation campaigns are some effective strategies for bringing previously marginalised voices to the centre of interventions and policy debates.

Partnerships and networks are the key to more sustainable, holistic and effective social change. Global networks involving North-South and South-South partnerships are increasingly influential in shaping the debates about appropriate solutions for key global challenges. Peace-building and violence prevention are critical but complex, multi-dimensional, long-term processes that involve rebuilding state-society relations, inter-community bonds, social cohesion and intergenerational healing. These problems require solutions that integrate the insights of multiple disciplines and innovative collaborations. Non-governmental organisations such as CSVR have had the most impact where there has been funding to sustain longer term partnerships which support organisational development and effective communications.

Effective organisations are built on nurturing and enabling internal dynamics. Organisations such as CSVR are most effective when they nurture internal processes of wellness and self-care, integration of different teams, and ensure a learning and enabling environment. CSVR therefore needs to continue enhancing professionalism and efficiency in its human resources, administration, finance and IT systems.

The Fourth Industrial Revolution is changing society's understanding of violence and presents opportunities that can enhance violence prevention strategies. New technologies are constantly shifting how society is exposed to and responds to violence, exacerbating its negative effects, but also offering new avenues for intervention. The staff and organisational systems need to understand and utilise the complex challenges and opportunities presented by the Fourth Industrial Revolution.

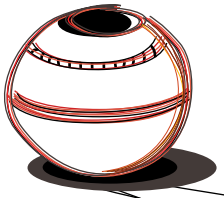




Photo by Chris Jackson/Getty Images

4. Our approach

Taking into account the context in which we operate and insights we have gained, we seek to bring hope and healing in conflict and crises through a commitment to learning about the causes and prevention of violence, through applying what we learn in the community and through sharing knowledge and insights with other civil society players, academics and duty bearers.

Our belief is that building peace starts with healing within those traumatised by violence or torture, then their families and then their communities. In this, our approach is to partner with the communities we serve, to be led by them, relating to them as agents of change and seeking not to impose but rather to facilitate the healing process from an enabling environment.

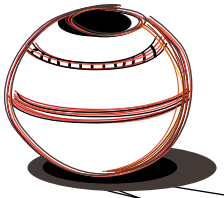
Through trauma counselling, mental health and psychosocial support, we work with survivors and their communities, and have developed and tested tools to help and heal. In this process, the stories of survivors take centre stage, their pain is acknowledged for the purpose of healing and then repurposed to create tools that will prevent recurrence in future generations.

Through our **MHPSS interventions** we engage directly with affected communities as part of a broader healing process designed to enable collective social efficacy and cohesion so as to support violence prevention and social change. This engagement is partnership-based, locally owned and implemented: facilitating, supporting, awareness raising and providing platforms for dialogue on community-based healing strategies. Community-based psychosocial supporters are identified and trained to implement and sustain local MHPSS interventions, thus strengthening the capacity of communities to care for victims and facilitating the dissemination of knowledge of community-based approaches to healing.

The lived experiences of the survivors/victims and their communities, as reflected in clinical and community work, shape CSVR's research, which further informs and refines interventions. We strive to continually improve our interventions, and to be innovators in our field, so Learning Monitoring and Evaluation (LME) is central to our activities: we recognise the importance of our practitioners spending time engaging with LME to reflect and feed back, thus improving our interventions on an ongoing basis.

In documenting and analysing our community interventions, CSVR has a unique evidence-based framework for influencing policy, advising on reform and impacting public opinion. Through its advocacy work, CSVR aims to influence the development and implementation of responsive and contextually relevant policies and legislation, and helps create spaces/platforms to build new political relationships, sustain dialogue, achieve positive policy outcomes and challenge political, top-down power. Our work shapes discourse and interventions at national, regional and international levels.

A critical part of CSVR's approach is the promotion of gender equality. CSVR ensures that gender equality and equity is a guiding principle in all organisational planning processes and at every point in the planning cycle.



Knowledge exchange and dissemination keeps us at the cutting edge of our field, fulfilling the vision of being innovators. In this, partnership with other civil society organisations is vital to our approach. Strengthened social networks, connections and relationships help to build voice, agency and organisation towards collective action.

Because the work we produce has such a far-reaching impact, we strive always to deliver from a self-aware and connected team, sensitive to its responsibility for self-care.

Our resources for doing the work we do include interest from government and funders to partner with CSVR to fund initiatives for building durable peace. We have a strong network of loyal partners who have worked with us over the 30 years of our existence.

Our approach

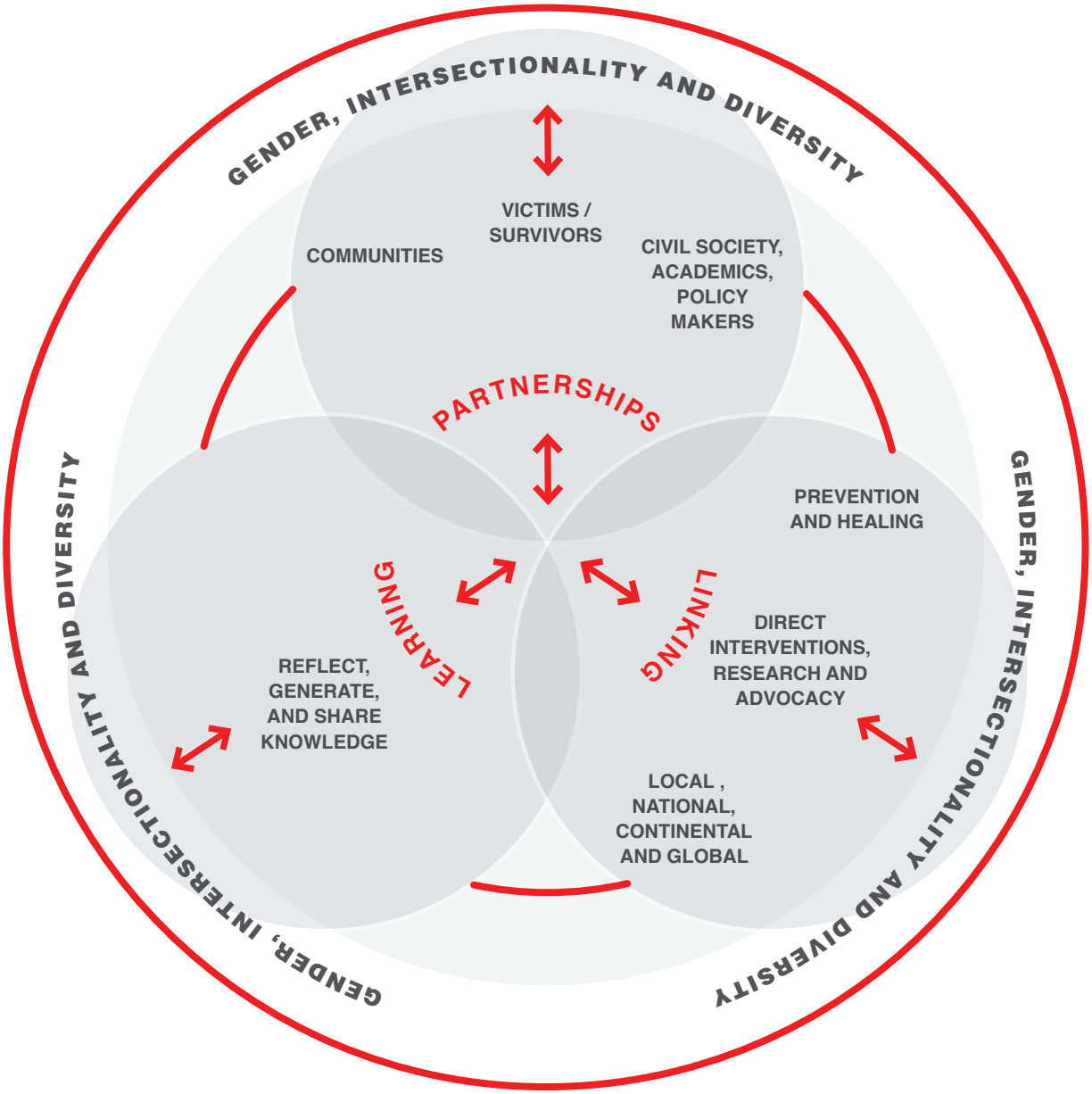




Photo by Rajesh Jantilal/AFP via Getty Images

5. SWOT analysis

In light of the context in which we operate, our approach and the insights that we have gained, CSVR considered the strengths and weaknesses, opportunities and threats to our on-going programme. Understanding these helped formulate the strategic objectives for the next strategic period.

STRENGTHS

- Knowledge, skills, expertise (particularly local knowledge)
- Multi-level operations (local, national, regional presence)
- Increased regional footprint
- Passionate and committed staff body
- Diverse range of funders
- Sufficient funds for existing and upcoming projects
- Strong media profile
- Good governance
- Integration of knowledge and learning in all teams
- Good quality products in research, advocacy, interventions
- Access to survivors of violence and torture
- Strategic and collaborative partners

WEAKNESSES

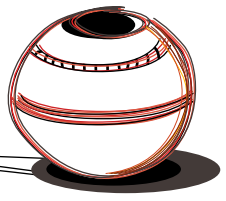
- Failure to profile /communicate work as best possible– e.g. not showcasing our regional / global footprint
- Under-budgeting and over-promising
- CT/JHB office connection not seamless
- IT glitches
- Insufficient ongoing training /upskilling of staff
- Lack of funding for gender/ gender mainstreaming
- Overstretched staff
- Language skills (local languages)
- Delays in maximising technological advancement
- Funding constraints
- Paucity of certain skills: fundraising, Information techonology

OPPORTUNITIES

- Partnerships with other organisations – new and existing partnerships can be leveraged
- Peace building field growing – opportunities to link work to larger global developments
- Rise of the global South
- Donors like data – increased interest in data from South
- Social media and the 4th industrial revolution
- Numerous media / PR / marketing platforms
- SA being a non-permanent member of UN security council opens doors
- Gaps in mental health care
- Increasing donor interest in migration work
- MOU with African Union
- Training courses/programmes
- Gaps in development, psychosocial work, mental health, healing and wellness services
- Surge in interest in SGBV
- Openness to engage with other CSOs

THREATS

- Difficulty in securing funds for advocacy work due to its long term nature
- Expenses of staff salaries – high cost of living in SA
- Competition within the peace and security/ transitional justice sectors in the region
- Funders refocusing/ changing areas of focus and shrinking funding for CSVR work
- Unpredictability of some regional partners/ funding partners
- Risks for safety and security of staff and clients



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Photo by Rodger Bosch/AFP/GettyImages

6. Our strategic objectives for 2020-2024

In light of the context in which we operate, our approach and the insights that we have gained, CSVR considered the strengths and weaknesses, opportunities and threats to our on-going programme. Understanding these helped formulate the strategic objectives for the next strategic period.

Strategic Objective 1
Integrated transitional justice and peace-building

Outcome: African Transitional Justice Approach (ATJA) informing interventions and policy in 15 countries

The ATJA challenges mainstream transitional justice, which prioritises truth, justice, reparations and guarantees of non-recurrence of conflict. Instead ATJA embraces the developmental, redistributive, restorative, retributive, reconstructive and transformative justice dimensions of addressing consequences of conflict and crisis. The ATJA thus aims to ensure that transitional justice policies and interventions facilitate durable peace through an integrated approach toward transitional justice and peace-building.

CSVR has, through its technical support to the African Union Commission's Department of Political Affairs, ensured that the African Union Transitional Justice Policy (AUTJP) (adopted by the African Union Heads of State and Governments in February 2019) embodies the ATJA through addressing the contextual realities and lived experiences of African people. Following the adoption of AUTJP, CSVR seeks to use the AUTJP and other tools to advance transitional justice, mental health, psychosocial support and post-conflict reconstruction in advancing peace and healing within afflicted African countries.

Strategic Objective 2
Increased African thought leadership

Outcome: Increased research and knowledge production by African practitioners, researchers and scholars

Over the last three decades CSVR has played a critical role in generating knowledge products covering pressing regional and national policy concerns and global debates in its field. These knowledge products emerge from systematic contextual analysis (highlighted briefly in Section 2), comparative analysis, detailed case studies and reflections on our own interventions and those of our partners across the continent. This work will be continued and expanded to cover key issues requiring deeper analysis and addressing recent innovations and normative developments.

The fact that the majority of knowledge on violence prevention, transitional justice, redress and MHPSS has been generated outside Africa points to the need for accelerated research and dissemination from within the continent. Furthermore, the lack of significant investment in research by African scholars and the absence of African forums and platforms for knowledge-sharing point to the need for increasing thought leadership from within Africa.

Strategic Objective 2 aims to facilitate local knowledge production and sharing from African scholars, practitioners and policy makers. At the same time, it aims to provide a particular lens through which this knowledge is packaged, reflecting the CSVR's vision, mission and approach: grounded in the victims' and affected communities' lived experience, promoting gender equality and building sustainable peace on the basis of equality and human rights. CSVR will draw on the principles that have shaped its work to create linkages between locally produced knowledge and continental/global processes.

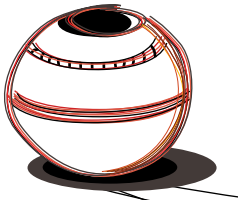
Strategic Objective 3
Redress for victims of human rights violations and violence

Outcome: Increased access to redress

Rehabilitation and redress for victims should aim to restore, as far as possible, their independent physical, mental, social and vocational ability and full inclusion and participation in society. CSVR endorses this principle, which was included in the General Comment No. 3 on Article 14 of the UNCAT on rehabilitation and the General Comment No. 5 of the Committee for the Prevention of Torture in Africa. Both general comments also stress that rehabilitation or redress must be aligned to the needs of the victims, as assessed by an independent, holistic and professional evaluation, and that services should include a wide range of inter-disciplinary services, such as medical and psychological care, legal and social services, community and family-oriented assistance, vocational training and education.

As a key provider of technical support to the Committee for the Prevention of Torture in Africa in the development of the General Comment, CSVR aligns its interventions to these principles.

Strategic Objective 3 commits CSVR to continue these interventions over the next 5 years, with specific focus on integrating community and clinical work to ensure that the personal and social effects of violence are addressed. CSVR will focus on capacity building amongst government institutions, service providers and students to ensure sustainability. We will also use the knowledge generated through our interventions to ensure that human rights mechanisms for enforcing redress for victims are upheld.



Strategic Objective 4
Increased accountability for transitional justice, violence prevention and redress

Outcome: Increased accountability

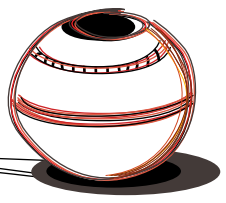
The obligation to deliver effective transitional justice, violence prevention and redress for victims lies largely with the state. The majority of governments have signed up to a number of regional and international treaties and are obliged to develop laws, policies and programmes advancing peace and preventing violence. The majority of state institutions, however, fall short of fulfilling their obligations. As stated in the contextual analysis in Section 2, leaders and those in power often remain disconnected from the needs of the people on the ground. They not only fail to meet their obligations but also instigate, perpetuate or perpetrate violence and conflict.

A critical component of ensuring peaceful and violence free societies is developing strong partnerships and networks for holding the state and those in power accountable. This requires a strong, vibrant and cohesive civil society, active citizens and empowered and capacitated communities. Strategic Objective 4 aims to address these issues through establishing partnerships with civil society and communities.

Strategic Objective 5
Effective, efficient and sustainable organisation

Outcome: Effective fundraising, communications, and stakeholder management

As an organisation that has been in existence for the past 30 years, in a new democracy of 25 years, and within a developing continent dealing with the legacy of the past and unresolved wounds, CSVR recognises the need for continuous internal review and revitalisation to meet contemporary society's needs at national and continental levels. At the same time, as an organisation that responds to the needs of various role players (victims, communities, policies makers and practitioners) at multiple levels (local, national, regional and global), we recognise the importance of investing in governance and administrative systems that create an enabling environment for the organisation to continue to meet the diverse and at times contradictory needs of its constituencies.



Strategic Objective 5
Effective, efficient and sustainable organisation

Outcome: Efficient and effective organisational systems and processes

Strategic Objective 5 represents CSVR's commitment to continue to develop efficient organisational management and administrative systems that create a conducive environment for achieving other strategic priorities. Systems and processes relating to effective fundraising, communications, stakeholder management and human resources have been identified as critical in achieving the strategic imperatives of the organisation and ensuring organisational sustainability in the next five years.

Summary Table

Strategic objective	Outcome	Leading programmes/ departments
Strategic Objective 1 Integrated transitional justice and peace-building	African Transitional Justice Approach (ATJA) informing interventions and policy in 15 countries	Advocacy MHPSS
Strategic Objective 2 Increased African thought leadership	Increased research/ knowledge production by African researchers & practitioners	Research
Strategic Objective 3 Redress for victims of human rights violations and violence	Increased access to redress	MPHSS
Strategic Objective 4 Increased accountability for transitional justice, violence prevention and redress	Increased accountability	Advocacy
Strategic Objective 5 Effective, efficient and sustainable organisation	Effective fundraising, communications and stakeholder management	Finance Operations Business continuity
	Efficient and effective organisational systems and processes	Finance Operations Business continuity

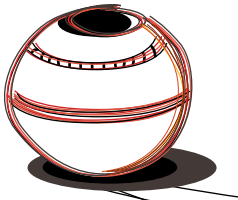




Photo by Michele Spatari / AFP) GettyImages

7. Our programmes – delivering the objectives

In response to the contextual analysis highlighted in Section 2 and the strategic objectives outlined in Section 5, and in order to ensure alignment with our strategic approach, the organisation has identified three programmes and three supporting departments around which it will be structured. All of these will be underpinned by a strong LME embedded within the programmes. The issues of gender and SGBV will be mainstreamed, traversing all the programmes and departments.

Research Programme

Research has always been central to the CSVR's mission, and during the new strategic period research will continue to support and bolster our advocacy and intervention work, collaborating with and learning from the experiences of affected communities.

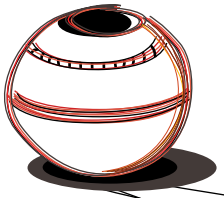
The Research Programme will support evidence-based advocacy and interventions work within Strategic Objectives 1, 3 and 4. It will ensure that CSVR's engagement with stakeholders is based on an informed understanding of key issues and challenges, and focus on supporting affected communities in articulating their understanding and priorities. It will inform CSVR's input into national and international public debate, policy dialogues and discourse, and, consistent with Strategic Objective 2, advance African thought leadership. The research team will also focus on knowledge production by CSVR's programmes and third party institutions and conduct bespoke research projects.

Advocacy Programme

Advocacy is vital in fulfilling CSVR's mission: our advocacy work sees us influencing the development, adoption, ratification and implementation of national, regional/continental and international policies, as well as fostering public engagement, awareness and understanding.

CSVR's Advocacy Programme will continue this work, and also provide technical and content support to those working on policy issues, and to other programmes in strengthening engagements and strategic alliances with national and regional bodies. The programme is formulated to advance Strategic Objectives 1 and 4, and will support Strategic Objective 3 by providing victims and survivors of violence and conflict with access to human rights mechanisms to seek effective and adequate redress.

The programme will engage directly with communities and provide platforms for dialogue on violence prevention and peace-building strategies and implementation planning. It will build the capacity of communities, through change agents (in the form of action groups), to hold accountable those in power. It will facilitate links between communities and the state and ensure the lived experiences of the communities are incorporated in local, national, regional and global processes, thus promoting linkages between the local and the global.



Mental Health and Psychosocial Support Service (MHPSS) Programme

Under the new organisational strategy, the MHPSS programme will integrate CSVR's healing work previously undertaken by two programmes (the clinical and community programmes).

CSVR's MHPSS Programme will advance Strategic Objectives 1 and 3 through providing services to victims of violence and conflict (including torture) at individual, family, group and community levels and also deepening understanding of trauma, particularly focusing on the changing nature and impact of trauma in transitioning societies.

The programme will offer psychosocial and mental health support to victims of gross human rights violations, violence and conflict (including refugees). It will also provide referrals for survivors to appropriate service providers for holistic redress.

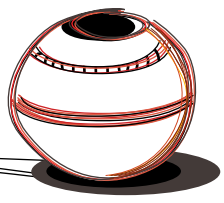
The programme will contribute to Strategic Objective 2 and 4 through feeding M&E data into the iterative development of MHPSS intervention models, and providing much-needed empirical data to guide broader CSVR research, advocacy and interventions. The MHPSS programme will use its specialised knowledge and expertise to strengthen practice, programming and policies in this field. It will also provide capacity building and technical support for MHPSS to various stakeholders including service providers, students, policy makers and programme developers.

Finance Department

The Finance Department will provide strategic and administrative financial support to the other programmes, thus advancing Strategic Objective 5. The Finance Department will ensure financial compliance with various audits, donor obligations and governance reports and develop financial processes and procedures, including pricing models for external consulting services and knowledge management products. The Finance Department will also be responsible for costing the strategy, development and monitoring of the organisation's budget. Alongside the Finance Department, this department will also work increase emphasis on automation in the coming years.

Operations Department

The Operations Department will advance Strategic Objective 5 and ensure the development of administrative policies, systems and processes. It will provide dedicated support to coordinate and oversee risk mitigation and security, including travel, data and psychosocial security. The Operations Department will also offer administrative and logistical support for all of the organisation's programmes. The department will provide strategic and administrative support for the organisation's information technology needs, as well as strategic and administrative human resources support for the organisation.



The department will oversee compliance with legal and governance obligations and work to maximise CSVR's funding from the Sector Education and Training Authority (SETA) and other state institutions. In the coming years the department will also increase emphasis on automation to align with the Fourth Industrial Revolution, designing systems to facilitate the increased regionalisation of the organisation's work.

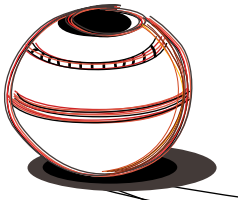
Business Continuity Department

The Business Continuity Department will form a new department at CSVR. Its purpose will be to develop our communications strategy, coordinate its implementation and provide strategic and administrative support for communications needs. The department will oversee both internal and external communications, supporting programmes in packaging their messages and branding to enhance their public profile, attract funds and advance advocacy. The department will identify and profile compelling stories from the organisation's work.

The Business Continuity Department will ensure the whole organisation (not just specific programmes) is represented in fundraising activities. The department will be involved in managing and tracking donor engagements. It will also track any follow up needed from the engagements.

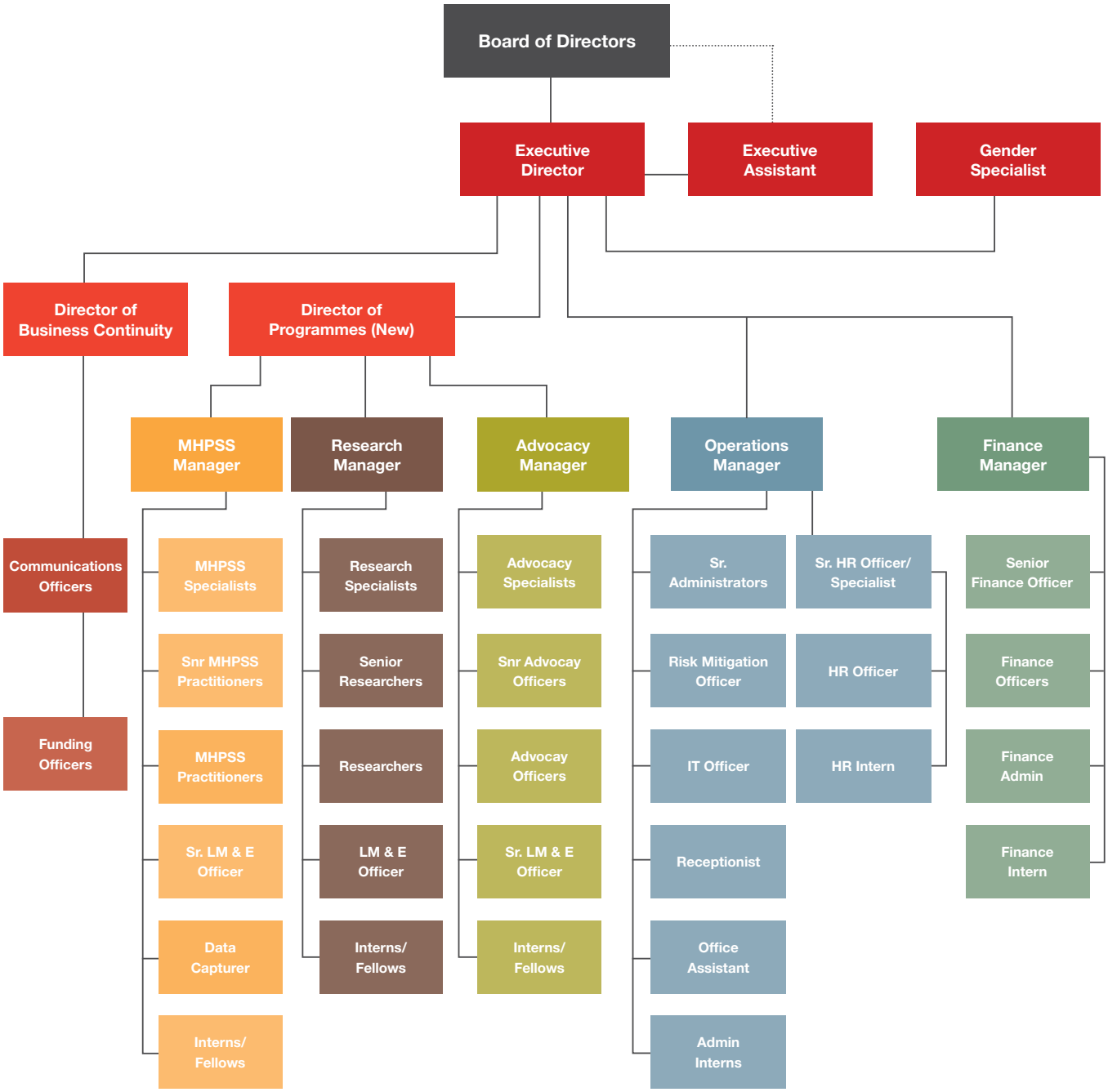
The Business Continuity Department will manage the process of funding applications – including researching priority donor organisation perspectives, leading the proposal process, dividing up the work flow. The department will oversee and coordinate a systematic decision-making process leading to decisions on which funding opportunities to pursue. CSVR managers, including the executive director, will then make the decisions but the department will manage the systematic process.

The Business Continuity Department will also line up the board of directors, the executive director and programme managers to key potential donors and their mission. Development staff will also link key staff with appropriate donors. Development staff will coach staff on relations with a respective donor.



8. CSVR Structure

The structure of the organisation has been amended so that our strategic objectives can best be met.





CSVR

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