

**THE INSTITUTE FOR  
JUSTICE AND RECONCILIATION**



# **Organisational Strategy 2026-2030**



**A just, inclusive,  
peaceful and thriving  
Africa**

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# 1. Introduction

## Strategic context and the case for change

### 1.1 Why a new strategy?

After 25 years of advancing reconciliation and transitional justice in South Africa and across the continent, the Institute for Justice and Reconciliation (IJR) is reimagining its role and relevance in a world that has been fundamentally reshaped by crisis and complexity. Since the development of its previous strategy in 2020, the global landscape has been in flux. The geopolitical order is contested, multilateral systems are weakening, and inter- and intra-state conflict is increasing; meanwhile, trust in democratic processes and institutions is decreasing. Simultaneously, inequalities are widening, human security is deteriorating, and there is a backlash against gender equality, diversity, inclusion and globalisation. Alongside this regression, technological advancement, especially in the form of artificial intelligence, is accelerating beyond regulatory and ethical guardrails, and the consequences of climate change and energy insecurity are cascading across systems. We are witnessing a convergence of crises – a ‘poly-crisis’ – disrupting our social, political, economic and ecological foundations. In this intensifying uncertainty, the need for institutions that can contribute to long-term peace, justice and human dignity is more urgent than ever.

On the African continent, these shifts are playing out unevenly. Pockets of conflict persist and so too does the promise of renewal. New social movements, intergenerational leadership transitions, and continental frameworks such as Agenda 2063, the African Union Transitional Justice Policy (AUTJP), the revised African Union Post-Conflict Reconstruction and Development (PCRD) Policy, the African Continental Free Trade Area (AfCFTA) agreement, and the frameworks promoting Women, Peace and Security (WPS) and Youth, Peace and Security (YPS) provide an opportunity to advance more meaningful, locally rooted pathways to justice, peace and development. Yet, organisations like the IJR – at the intersection of peace, social justice and societal healing – must pause, reflect and adapt to seize this moment. Just as the global order is undergoing realignment, institutions must also recalibrate their strategies, interventions, business models and contributions to remain relevant and transformative.

The new IJR Organisational Strategy: 2026–2030 represents both a renewal and a redirection – one grounded in the IJR’s legacy of convening, listening, providing implementation support and bridging divides, while also being responsive to the imperatives of the present and the future. The strategy is informed by a rigorous process that includes horizon scanning, complex systems analysis (systems thinking), scenario planning and engagement with stakeholders across sectors. It also draws on the internal expertise and lived experiences of the IJR team and its stakeholders. At its heart lies a bold decision: to embrace reparative justice as the organisation’s central pillar, not as a technical theme but as a unifying vision that reframes the IJR’s identity, deepens its relevance, and responds to the urgent calls for a renaissance, healing, repair and the transformation of our societies.

## 1.2 External drivers of change

The IJR's strategy for 2026–2030 is shaped by a rapidly changing world marked by dis-order, instability, fragmentation and system shifts in how justice, governance and civic engagement are understood and practised. The horizon scan reveals several cross-cutting external drivers that will significantly impact on the IJR's operating environment over the next five years. These dynamics create both risks and opportunities for an organisation working at the intersection of justice and peacebuilding.

### **Global shifts in power and norms**

The global order is undergoing a profound transformation. The decline of Western geopolitical and geo-economic pre-eminence, alongside the rise of multipolar influence from powers such as China, Russia, India, and the Gulf states, is reshaping international norms around democracy, human rights and transitional justice. These actors bring alternative governance models and diplomatic agendas that often prioritise stability over accountability and economic development over civic freedoms. For the IJR, this evolving global context means operating in a world where normative consensus on justice is no longer guaranteed. The Institute must navigate a complex field of competing values, contested narratives and shrinking multilateralism, while doubling down on its commitment to African-centred, reparative and dignity-based approaches to peace and justice.

Africa is resituating itself in this shifting global order to be an active, strategic and powerful player. It is utilising the opportunities this multipolar order offers to exert influence and provide thought leadership on socio-political, economic and global governance renewal. It seeks to pursue norms and governance models that advance inclusive and reparative justice, equality and participatory democracy. In this context, the need for new vision, impactful research, innovation and strategic interventions are ever more important. This is at the heart of the IJR's mission.

### **Erosion of trust, democratic legitimacy and political polarisation**

Across Africa, public confidence in democratic institutions is in decline. In South Africa, the lack of services, deepening inequality and high crime rates, including gender-based violence, have eroded trust in the political system. Meanwhile, disillusionment – especially among the youth – has contributed to historically low voter turnout and rising civic unrest. Regional trends mirror this pattern, with democratic backsliding, contested elections and constitutional manipulation weakening formal accountability mechanisms and fuelling social fragmentation. The result is a continent with a fragmented public life in need of bridge-building efforts through an honest account of, and engagement with, the legacies of the past and the Africa we want. If unaddressed, the shrinking civic space and democratic backsliding will continue to threaten rights-based advocacy and weaken transitional justice processes and mechanisms.

### **Digital polarisation and disinformation**

The rise of disinformation, amplified by artificial intelligence (AI), algorithmic bias and social media manipulation, is undermining democratic engagement, social trust and a shared understanding. This has contributed to an upsurge of ideological extremism, making spaces for generative dialogue and reconciliation increasingly necessary. The IJR will need to adapt its communication, research and peacebuilding strategies to operate effectively in an era of digital distortion, while simultaneously expanding its role in fact-checking, media literacy and digital governance.

### **Internal displacement and its risks to social cohesion**

Internal displacement and cross-border migration are accelerating due to conflict, economic collapse and climate shocks. In South Africa, increased migration has been accompanied by rising xenophobia and violent exclusion, as new forms of identity-based violence threaten to increase and challenge post-conflict solidarity. These dynamics threaten the social cohesion that the IJR seeks to build through its work.

### **Climate injustice and environmental fragility**

Climate change is no longer a future risk – it is a lived reality that is shaping migration, food security and economic marginalisation. Across the continent, climate shocks are exacerbating structural inequalities, with vulnerable communities facing the greatest risk. As environmental injustice grows and economic inequality continues to rise, so will the need for inclusive justice processes.

### **Intersection of youth and gender dynamics**

Africa's demographic landscape is shaped by a vibrant, majority-young population and evolving gender norms. Although women have made important strides in leadership and activism, persistent patriarchal structures, gender-based violence and a backlash against gender equality continue to erode social trust and inclusion. At the same time, with over 60% of the continent under the age of 25, the youth represent a potent force for innovation. Youth-led movements, often intersectional and digitally networked, are driving powerful calls for justice, accountability and environmental action, while also exposing and amplifying the fault lines around race, class and gender. The youth, however, remain a cohort at risk of disenfranchisement and marginalisation due to high unemployment, limited political participation and climate-driven insecurity.

## **1.3 External perspectives for strategic focus and identity clarity**

An extensive consultation process, engaging board members, donors, civil society partners and subject matter experts in strategic dialogue, was key to the organisational strategy development. Across this diverse group, a consistent message emerged: the IJR's continued relevance depends on its willingness to make bold, future-facing choices and to position itself as a thought leader that actively translates vision into societal interventions. Furthermore, stakeholders highlighted the importance of bridging the gap between research and practice, making the 'so what' of the IJR's work legible and actionable to various audiences. Finally, they encouraged the IJR to align its work to a cohesive core mission that can drive integrated action and sharpen strategic focus.

## 1.4 Internal perspectives: Boldly building on 25 years of experience

Internally, the organisation recognised a growing need for cultural, structural and intellectual renewal. Through a series of reflective group discussions, staff members highlighted the opportunity to enhance cross-functional collaboration, strengthen alignment with the organisation's overarching purpose, bridge the gap between strategy and implementation, and to be thought leaders in peacebuilding and justice for greater impact. Several key themes emerged from these internal conversations. The staff articulated a clear appetite for strategic realignment, increased public visibility and accountability, and a shared understanding of impact, underpinned by a deep commitment to remaining African-centred and continuing to produce quality research and informed engagements.

Importantly, there was a collective willingness to embrace risk and take principled stances, particularly in relation to economic redress, historical restitution and accountability, and co-creating alternative futures. In this context, the decision to adopt **a reparations-led strategy** is far more than a thematic shift. It signals a deeper transformation in how the IJR sees itself: **a bold, unapologetic institution that bridges history and the future, policy and people, and memory and structural change**. To underpin this transformation, the IJR will build stronger systems for knowledge sharing and internal learning to ensure that lessons are captured and past gaps are not repeated.

## 1.5 What the organisational strategy aims to do

This strategy aims to:

- **Reposition the IJR as a catalytic actor for inclusive justice and social transformation**

The strategy clarifies the IJR's commitment to justice that is reparative, inclusive and forward-looking – one that responds not only to the legacies of the past but also to the demands of future generations. It expands the IJR's strategic lens to focus on rebuilding trust, reweaving fractured social contracts, and reimagining justice as a collective and participatory process that is rooted in African experience. This shift moves the organisation out of traditional programmatic boundaries and into a vanguard role within a wider ecosystem to serve as a thought leader, convenor, translator and strategic ally that advances inclusive justice and peace.

- **Define a coherent and integrated organisational model**

To better deliver on this mission, the strategy outlines a transition from programme-based silos to integrated, cross-functional workstreams that are aligned to strategic outcomes. This new operating model is designed to increase strategic alignment, foster innovation and break down internal barriers, ensuring that the organisation's work is coherent, collaborative and impact-driven.

- **Lay out a high-level theory of change**

The strategy articulates a 'light version' theory of change (ToC) that connects the IJR's activities to systemic, long-term impact. The ToC clarifies the pathways through which the IJR's narrative, policy and convening work will contribute to this long-term vision and forms the foundation for an updated monitoring, evaluation and learning (MEL) framework.

- **Clarify stakeholder engagement and geographic focus**

The strategy outlines a refined approach to stakeholder engagement, tailored to five core constituencies: survivors and frontline communities; civil society and advocacy networks; policy-makers and state and intergovernmental institutions; international and multilateral actors; and academic and research institutions. It affirms the IJR's continental focus while recognising the importance of its national presence, and identifying opportunities for continental and global influence through strategic partnerships and shared learning on reparative and inclusive justice and peacebuilding.

- **Organisational requirements to deliver the new strategic direction**

Delivering on the strategic direction requires significant internal investment. The strategy outlines key institutional capabilities to strengthen and support shifts in organisational culture, decision-making, and team well-being. These investments will enable the IJR to operate as a more agile and high-performing organisation.

- **Provide a roadmap for partnerships and fundraising**

The strategy identifies a phased implementation roadmap (2026–2030) including activities to activate the new strategy, deepen core work and scale impact. It sets the groundwork for developing a resource mobilisation strategy that aligns with the broader mission, strengthens partnerships and supports long-term sustainability.

In essence, this strategy reaffirms the IJR's historical roots and boldly steps into the future. It offers a map, not simply for institutional growth but also for a better understanding of how the Institute can contribute meaningfully to building the trust, systems and relationships that underpin just and peaceful African societies.

## 2. Vision, mission and values

### ➔ Vision

A just, inclusive, peaceful and thriving Africa.

### ➔ Mission

Contributing to Africa's renewal by bridging existing divides, co-creating inclusive reparative justice, restoring trust and dignity, and advancing new social contracts and governance models for lasting peace.

### ➔ Values

- Innovation
- Accountability
- Ethics
- Trust
- Excellence
- Employee Wellness
- Respect

### Positioning statement

The IJR exists to help societies across Africa confront the legacies of their past and build a more just, inclusive, democratic and peaceful future. Established in the aftermath of South Africa's Truth and Reconciliation Commission, the IJR has, for over 25 years, worked to deepen understanding of transitional justice, promote inclusive dialogue and foster reconciliation in societies that are emerging from conflict and division. During this time, the organisation has become a trusted convener, knowledge producer and advocate for peaceful co-existence and shared prosperity.

Building on this legacy, the IJR now enters a new phase, positioning itself as a catalyst for peaceful co-existence and systemic change across the continent. We create spaces for unlikely, courageous and ground-breaking dialogues, amplify marginalised voices, support inclusive processes, and produce innovative research that informs policy, shapes public narratives, strengthens co-existence and envisions alternative futures. Our work is grounded in the belief that trust can be restored, divides can be bridged, and peace and justice must be inclusive to be meaningful. Looking ahead, the IJR is committed to being bold, collaborative and values-driven to help shape a more just, peaceful and prosperous Africa with integrity, courage and care.

### Impact statement

By 2030, the IJR will be recognised as a leading force in advancing inclusive and reparative justice and peaceful societies across the African continent. It will have contributed to the emergence of new forms of engagement, generative dialogue and collaborative networks, to foster understanding and help to rebuild fractured relationships. Through a strong research agenda, evidence-based approaches and partnerships that bridge research to practice, the IJR will have shaped new social contracts and policy frameworks that support peaceful co-existence. Reparative justice will have been advanced as a practical, moral and political imperative, moving beyond symbolic gestures to real accountability, redress and transformation. In doing so, the IJR, together with its partners, will have helped restore trust, bridge divides and lay the foundation for a more just and united future.

## 3. Strategic workstreams and initiatives

### Strategic outcomes

The IJR will work towards two strategic outcomes.



#### **Outcome 1: Agency in relationship transformation**

- Demonstrated agency and thought leadership in transforming fractured relationships, bridging divides and co-creating peaceful co-existence and inclusive futures.



#### **Outcome 2: Advancement of inclusive reparative justice**

- Inclusive reparative justice processes, new social contracts, and participatory governance models will be advanced and applied, with policy actors and stakeholders actively using peacebuilding, transitional justice, and governance research to shape more just and cohesive societies.

### IJR workstreams

The following workstreams will give expression to the IJR's strategy and realise its two strategic outcomes.

#### **Workstream 1: Bridging the divides and transforming fractured relationships**

Through this workstream, the IJR will produce research and engagements that foster inclusivity and trust-building within and across divided societies, groups and institutions, contributing to more peaceful co-existence, cohesion and prosperity. The IJR will be a thought leader in new peacebuilding approaches and work with and support all stakeholders to design and implement evidence informed frameworks and practices.

It will cultivate safe spaces for dialogue across political, ideological, generational, racial, gender, societal, and institutional boundaries to address shared challenges and create common futures. The dialogues will be generative and iterative and facilitate deep listening encounters and multi-stakeholder processes, as well as enable participants to co-create new understandings, build relational trust and unlock collaborative leadership. The organisation's convening power and experience will be harnessed to design adaptable, context-sensitive models that can be applied across post-conflict communities, contested national conversations, and fractured public spheres.

As this work progresses, the IJR will publish its insights and ensure that they reach the relevant policy-making spaces. It will also codify and refine its methodologies to form a scalable approach to relationship transformation – rooted in co-existence, mutual recognition and social repair. By bridging divides and nurturing collaborative leadership, this workstream will anchor the IJR's role as a trusted partner, facilitator and catalyst for reweaving Africa's social fabric.

## **Workstream 2: Governance, social contract and democratisation**

Through this workstream, the IJR will generate and share bold, grounded thinking on how inclusive, peaceful and future-oriented societies can be designed and sustained. The IJR will chart new intellectual terrain – exploring alternative models of governance, new forms of social contracts and ways to deepen democratisation. It seeks to develop systems of transformation that are rooted in dignity, equity and trust.

This work will be participatory, interdisciplinary and action-oriented, engaging a broad range of actors – from policy-makers and scholars to community-based organisations and youth movements. The goal is to produce research that is not only analytically rigorous but also generative and usable: knowledge that informs practice, supports policy innovation, and expands the field of inclusive governance.

The research will be iterative, shaped by feedback and collaboration, and grounded in African realities. It will challenge dominant paradigms, bring to the surface community-led solutions, and support the application of reparative justice principles in governance processes. Through this workstream, the IJR will contribute to a growing body of transformative scholarship and practice that reimagines how power, participation and accountability can be organised to support more just and cohesive societies.

## **Workstream 3: Cross-border trade and peace**

This workstream explores the relationship between cross-border trade, regional integration and peace – positioning the IJR to contribute both research and practical interventions to borderland contexts across Africa. Border regions often serve as flashpoints for tension and opportunity, where trade intersects with issues of identity, governance and socio-economic disparity. Yet, they also hold transformative potential for collaboration, resilience and inclusive development.

Through this workstream, the IJR will deepen its understanding of how formal and informal trade dynamics influence peace and conflict in cross-border regions and use this knowledge in support of implementing the African Continental Free Trade Area (AfCFTA). It will generate research that highlights the structural drivers and peacebuilding potential of trade, while also convening multi-stakeholder processes that support dialogue, coordination and cooperation between local actors, governments and regional institutions.

Their work will combine research with facilitation to influence both policy and practice. By working with border authorities, traders' associations, civil society and regional bodies, the IJR will help develop approaches that foster stability, trust and shared opportunity in contested or fragile cross-border spaces. This workstream reinforces the IJR's commitment to tackling the root causes of conflict through systems-level thinking and inclusive economic governance.

#### **Workstream 4: Reparative and inclusive justice**

This workstream seeks to advance a deeper and more expansive understanding of reparations, not only as material redress for past harm but also as a relational, political and future-oriented process. Reparative justice, as envisioned by the IJR, includes the recognition of historical injustice, active redress of its ongoing impacts, and the co-creation of more just and inclusive futures. It is about more than compensation: it is about dignity, accountability, healing and the repair of fractured relationships between people, institutions and the state.

At the IJR, reparations are understood as the processes and practices of acknowledging past injustices, addressing their enduring impacts, and co-creating pathways towards justice, dignity and societal repair. Reparations can be financial, symbolic, institutional or relational, but at their core, they are about transformation. Not limited to what is paid or done, the Institute also focusses on who is heard, who is restored, and how societies choose to move forward together.

Through this workstream, the IJR will engage with local, national, continental and international efforts to define, advance and implement reparative justice processes. This includes supporting survivor-led advocacy, contributing to regional and global reparations dialogues, and developing frameworks that link reparations to policy reform, memory work and inclusive governance. A critical dimension of this workstream is how structural inequalities that are rooted in colonialism and apartheid continue to shape contemporary African societies – and how reparative approaches can begin to shift the continent's current trajectory.

#### **Workstream 5: Implementing peacebuilding and development frameworks**

Focussing on, for example, Agenda 2063, the African Union Transitional Justice Policy (AUTJP), the revised African Union Post-Conflict Reconstruction and Development (PCRD) Policy and the African Union Strategy for Integrated Border Governance (AUBGS).

This workstream aims to bridge the gap between high-level continental policy and the lived realities of communities across Africa by making these policies accessible, engaging and relevant. While policies such as the AUTJP and the PCRD Policy offer a comprehensive framework for post-conflict development and transitional justice across the continent, they remain largely unknown and under-utilised outside of policy and expert circles. The IJR seeks to change that by bringing these policies into the public consciousness and supporting their application in national and community contexts.

Through creative public engagement, civic education and targeted advocacy, the IJR will, for example, translate the principles and commitments of the AUTJP into formats that resonate with the youth, activists, educators and local leaders. The workstream will focus on building partnerships with civil society and the media to develop entry points for civic actors to interact with these peacebuilding policies. It will also support efforts to align national policies and initiatives with these actors.

## **Workstream 6: Women, Peace and Security (WPS) and Youth, Peace and Security (YPS)**

This workstream centres women and youth as essential actors in shaping inclusive, just and peaceful societies across Africa. With half of the continent's population being women and with the youth projected to be the majority for decades to come, peace and justice initiatives that do not meaningfully engage women and young people risk irrelevance. Through this workstream, the IJR will position women and the youth as agents of transformation – supporting youth- and women-led initiatives, amplifying their voices, and creating spaces for intergenerational dialogue and leadership.

Building on the IJR's experience in supporting the implementation of the WPS and YPS agendas across the continent, this workstream aligns with United Nations Security Council Resolution (UNSCR) 1325, UNSCR 2250, regional and national action plans, the African Youth Charter, and the AU's *Continental Results Framework: Monitoring and Reporting on the Implementation of the Women, Peace and Security Agenda in Africa (2018–2028)*. These resolutions, plans and frameworks call for women and youth inclusion in decision-making, conflict prevention and peacebuilding processes. The IJR will focus on strengthening women and youth transformative leadership on peace and embedding their perspectives into national and continental processes.

This work will be generative, collaborative and future-focused, involving strategic partnerships with youth and women's organisations, educational institutions, intergovernmental and governmental bodies and civil society actors. The IJR will be the thought leader on the WPS and YPS agendas, seeking innovative ways in which to foster inclusion. The Institute also seeks to equip women and young people to lead peace and justice efforts in their own communities and beyond.

## **Workstream 7: Gender justice and peace**

This workstream recognises gender justice as fundamental to the realisation of peaceful, inclusive and resilient societies. Gender inequalities remain deeply rooted drivers and impacts of conflict and, in many contexts, hard-won gains towards gender justice are now facing active resistance and backlash – contributing to new forms of societal division.

Through this workstream, the IJR will support efforts to embed gender justice principles into peacebuilding, transitional justice and governance processes. This includes amplifying the voices and leadership of women and gender-diverse individuals, confronting structural barriers to participation, and facilitating inclusive dialogue on contested issues related to gender, rights and belonging.

The workstream will recognise that gender dynamics are not static and that approaches must evolve alongside shifting political, social and cultural contexts. It will also involve strengthening partnerships with feminist movements, women's rights organisations, and gender justice advocates, ensuring that the IJR's interventions are grounded in lived realities and solidarity.

### **Workstream 8: Natural resource governance and climate-responsive peacebuilding**

This workstream responds to the growing recognition that environmental degradation, resource scarcity and climate-related shocks are increasingly driving and exacerbating conflict across Africa. The governance of land, water and natural resources – and the unequal access to them – are often at the heart of local grievances and broader instability. At the same time, climate change is reshaping the context in which peacebuilding, justice and development must occur.

Through this workstream, the IJR will deepen its engagement with the justice dimensions of climate change and natural resource governance, exploring how inclusive and accountable responses can contribute to peace and co-existence. The work will focus on understanding the intersections between climate impacts, historical injustices and present-day exclusion – and how these dynamics shape conflict, displacement and environmental harm.

In line with the IJR's values, the workstream will elevate local voices, particularly those of marginalised communities that are most affected by environmental injustice, while also engaging policy actors, researchers and regional bodies to co-create solutions. It will support dialogue, research and advocacy efforts that promote just transitions, equitable access to resources, and climate-resilient peacebuilding strategies.

## 4. Theory of change

The IJR’s theory of change (ToC) serves as a guiding framework for the organisational monitoring and evaluation of its diverse interventions aimed at promoting inclusive, reparative justice and transforming fractured relationships across Africa.

The IJR’s ToC is intended to serve as a high-level roadmap that captures the complex, interconnected pathways through which the organisation’s work leads to long-term impact. It reflects the IJR’s strategic commitment to transforming fractured relationships, advancing inclusive justice, and fostering peaceful coexistence throughout the African continent. Each workstream will have to develop its own ToC.

**Vision: A just, inclusive, peaceful and thriving Africa**

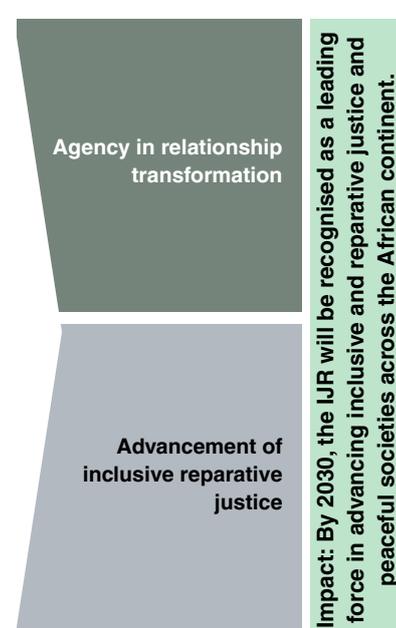
### Workstreams



### Intermediate Outcomes



### Strategic Outcomes



**Mission: Contribution to Africa’s renewal by bridging existing divides, cocreating inclusive reparative justice, restoring trust and dignity, and advancing new social contracts and governance models for last peace.**

### Overview of the IJR Organisational Strategy: 2026–2030

### Problem statement

Despite progress in post-conflict peacebuilding, African societies continue to grapple with fractured relationships, deep-rooted inequalities and governance models that fail to address historical and systemic injustices. Polarisation, weak trust in institutions and contested social contracts undermine peaceful co-existence, while the impacts of climate change, gendered violence and youth disenfranchisement further strain societal cohesion. Conventional approaches to justice and reconciliation have often overlooked the need for inclusive, participatory and reparative processes that address both the legacies of the past and the challenges of the present.

## Our pathway to change

The IJR's ToC is built on the belief that sustainable peace and inclusive justice require an integrated, multi-dimensional approach. By fostering stakeholder agency, facilitating generative dialogue and advancing participatory governance and reparative justice processes, the IJR aims to bridge divides and contribute to a thriving Africa where trust is restored and future generations co-exist in lasting peace.

These workstreams are designed to be mutually reinforcing, ensuring that insights, relationships and innovations in one area inform and strengthen others. Through these workstreams, the IJR facilitates multi-stakeholder dialogues, conducts participatory research, influences policy and builds the capacities of communities, civil society and policy actors. The outputs of these interventions, new collaborations, knowledge products, policy frameworks and advocacy initiatives contribute to the following intermediate outcomes:

- Increased capacity of governments, intergovernmental organisations, communities and civil society to implement and advocate for justice and reconciliation;
- Enhanced collaboration and dialogue between divided groups;
- Strengthened policy frameworks that integrate justice and peacebuilding principles;
- Greater women and youth leadership in peace processes; and
- Increased visibility and application of the peacebuilding frameworks.

These intermediate outcomes, in turn, drive progress towards two overarching strategic outcomes:

- 1 Stakeholder agency in relationship transformation: diverse stakeholders demonstrate greater leadership in bridging divides and fostering peaceful co-existence.**
- 2 Advancement of inclusive and reparative justice: participatory justice processes, new social contracts and governance models are applied to build more just and cohesive societies.**

The ultimate impact is a more peaceful, inclusive and resilient Africa, where the legacies of injustice are addressed, trust is rebuilt and societies co-create dignified, equitable futures.

## 5. Conclusion

This IJR Organisational Strategy: 2026–2030 marks a defining moment in the Institute’s evolution – a moment of renewal, reflection and bold reimagination. Building on 25 years of experience at the forefront of transitional justice and reconciliation, the Institute now embraces a broader, future-focussed role: to foster peaceful co-existence, bridge divides and advance inclusive, reparative justice across Africa.

Rooted in the lessons of the past and responsive to the demands of a rapidly changing world, this strategy is a decisive step forward. It reframes the IJR’s identity around two interconnected outcomes: transcending divides and transforming fractured relationships and embedding inclusive and reparative justice into governance models and societal frameworks.

At its core, the strategy affirms the IJR’s belief that justice must be inclusive to be meaningful, dialogue must be generative and courageous to be transformative, and research must be participatory and grounded to drive real-world change. It calls for an organisation that is more integrated, agile, reflective and accountable – one that listens deeply, builds collaboratively, and acts with purpose and integrity.

Implementation will require discipline, resilience and collective ownership. It will demand clarity in roles, adaptability in complexity, strategic learning across workstreams, and strengthened partnerships with communities, movements, institutions and funding allies. It will also require a commitment to nurturing a learning culture internally, resourcing the strategy sustainably, and building the operational resilience needed to navigate volatility and complexity.

This strategy serves as a compass for action, learning and influence over the next five years. It offers the IJR a renewed opportunity to contribute meaningfully to building trust, bridging divides, and shaping a just, inclusive future for Africa.

Now, the task is to bring it to life – with boldness, humility and unwavering commitment to the mission.



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