

CSVR

Centre for the Study of
Violence and Reconciliation

Working towards peaceful, equal and
violence-free societies since 1989

CSVR

FIVE-YEAR STRATEGY

2025–2029



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Our logo symbolises a traditional 'umqomboti' pot, used in many African cultures. This pot, used to hold traditional brew, depicts communal life and is passed around so that everyone can drink from it. Once someone has taken a sip from the communal pot, it is then offered to another person in a courteous manner. The pot is always present at important ceremonies, as well as during negotiations and mediation, and when solidifying agreements between neighbouring communities or groupings.

This communal sharing epitomises the spirit of strong human bonds, or Ubuntu (I am because we are), as well as the qualities of respect and compromise. For this reason, the pot has been chosen to symbolise the Centre for the Study of Violence and Reconciliation (CSVR), as these are the qualities needed to address conflict and heal the wounds of the past.

The logo is an almost fully formed circle. Through building peace and reconciliation, the CSVR aims to complete this circle, thereby creating the peace and unity it reflects. The jade design in the logo represents harmony, balance and prosperity, reflecting our vision of a world where reconciliation flourishes and peace thrives.

In 2024, CSVR celebrated its 35th year. The coral design in our logo represents this milestone. Coral symbolises longevity and success, embodying our resilience in the long-standing fight against violence in all its forms.

This commemorative emblem signifies our unwavering commitment to fostering peaceful, equal and violence-free societies.

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Acronyms

ACHPR	African Commission on Human and Peoples' Rights
ATJA	African Transitional Justice Approach
AU	African Union
AUTJP	African Union Transitional Justice Policy
COVID-19	Corona Virus Disease 2019
CSVR	Centre for the Study of Violence and Reconciliation
GBV	Gender-Based Violence
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer and others
LM&E	Learning, Monitoring and Evaluation
MHPSS	Mental Health and Psychosocial Support
NGO	Non-Governmental Organisation
PARI	Pan African Reparations Initiative
SDG	Sustainable Development Goal

Chairperson's foreword



It is my singular honour to present CSVR's 2025-2029 strategy. The development of this strategy coincides with our 35-year anniversary, and we are proud to anchor our next five years on the milestones we have met and what we achieved over this period.

We have played a significant role in preventing violence and healing its effects for 35 years. The testament to our versatility in applying our approaches, skills and expertise to diverse contexts is embodied in our geographical footprint in various countries that have experienced conflict in Africa and beyond. Our work in communities and collaboration with those affected by violence has impacted our approaches and how we work, refining these into world-class interventions that we implement today at national, regional, continental and global levels. We have also emerged as a strong and credible partner for policymakers and civil society organisations at national, continental and global levels.

Our track record of more than three decades of working towards peaceful, equal and violence-free societies has finally been documented. Our 35-year impact report tells a compelling story of our resilience and adaptability to respond to both emerging and long-standing manifestations of violence. As we look back and reflect on our journey, one thing is certain: none of these achievements would have been possible without the generous and committed contributions of our staff, both current and former; our funders whose generosity makes our work possible; and my colleagues on the Board of Directors, whose commitment to good governance has contributed immensely to our sustainability as an organisation.

Although we are invigorated by what we have achieved so far in our journey, the context within which we work remains fraught with violence. This strategy and its implementation take place against the backdrop of complex violent conflicts as well as environmental and human security threats. Communities are sites of violence and human bodies are canvasses on which both physical and psychological violence find expression. Socio-economic challenges, governance deficits and marginalisation are increasingly becoming catalysts for violence. Some societies are experiencing protracted violence. The attention of the international community in addressing the resultant prolonged human rights violations and humanitarian crises is waning. Gender-based violence in conflict and peace contexts is alarmingly high.

The lessons we have learnt since 1989 equip us to respond more effectively to these challenges as we continue to strive for violence-free societies. We remain resolute in advancing reconciliation, social justice

and transformation for those who matter to us the most: the communities and people that are exposed to violence and oppression, particularly women, youth, children and persons with disabilities, among others.

This strategy reflects our ambitious agenda to respond to the contextual realities highlighted above. It enables us to deliver relevant and much needed interventions that resonate with our beneficiaries and key stakeholders.

It is my privilege therefore to invite our partners, funders, communities and societies we serve, to join us in this five-year quest to address violence, heal individuals and communities, and transform lives and societies.



The 8th edition of the African Transitional Justice Forum hosted by CSVR and the African Union in Port Louis, Mauritius

1. Introduction

The Centre for the Study of Violence and Reconciliation (CSVR) was established in 1989 as an independent, non-profit organisation. It was registered as a Section 21 company in 1990 in South Africa. It represents a beacon of hope and transformation in the landscape of building peace and addressing conflict. CSVR has, for over three decades, dedicated itself to the profound task of understanding violence, healing its deep-seated effects, reconciling fractured communities and constructing sustainable peace.

Our multidisciplinary approach encompasses rigorous research, community-centred interventions, policy influence, psychosocial services, education and training. At the heart of our work lies a commitment to partner with other civil society organisations and communities affected by violence, ensuring that our efforts are grounded in lived experiences and local contexts. Through these collaborations, we strive to hold state, regional, continental and global institutions responsible, fostering a culture of accountability and justice.

CSVR's strength lies in its multidisciplinary nature. Our team of experts brings together a diverse array of skills and knowledge, offering a comprehensive and integrated service that addresses the complexity of violence and conflict. We focus on collective, interpersonal, political, state, social and gender-based violence.

Our four main programmes are:


Research


Advocacy


Mental Health and Psychosocial Support (MHPSS)

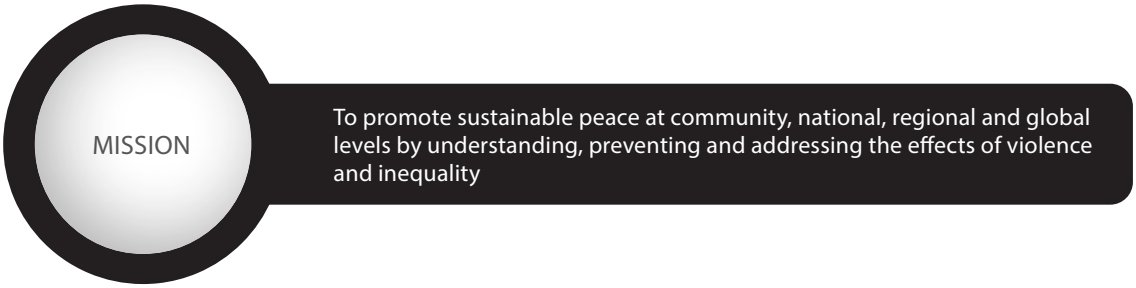

Gender

Central to our approach is the integration of MHPSS and mainstreaming of gender in all our interventions. Our work is firmly rooted in a nuanced analysis of the evolving forms of conflict and violence in societies transitioning from autocracy to democracy and from war to peace. This analytical foundation ensures that our strategy remains relevant and effective in the face of diverse and ever-changing societal dynamics.

Our 2025–2029 strategic plan is built on the solid foundation of our 35 years of existence. It identifies key strategic priorities that guide our organisational structure and inform our efforts for maximum impact.

2. Vision, mission and values







3. Context

Violence in the world compels us to remain vigilant and responsive. Our understanding of key drivers, root causes and triggers of violence positions us to address structural, pre-existing and emerging forms of violence.



A march against GBV in South Africa

The global landscape of violence remains complex and multifaceted. Violence continues to ravage various parts of the world, resulting in widespread human rights violations and humanitarian crises. Protracted violence in some countries has led to waning attention, leading to global neglect of affected communities.

Accelerated democratic backsliding and the rise of authoritarianism and populism have led to increased state violence and human rights violations.

Terrorism and violent extremism pose significant threats globally. The evolving nature of these threats challenges conventional security paradigms. This therefore requires innovative approaches that balance state security with human security.

Cybercrime has emerged as a critical security challenge. The borderless nature of cyber threats complicates response efforts. Effective response requires enhanced international cooperation to protect human rights, national and global security, and stability.

The impact of climate change has intensified violence, further compounding the increased competition over depleting resources. This exacerbates social and economic inequality and injustice.

Rapid growth of urban areas has seen cities becoming epicentres of complex socio-economic problems. This has fuelled the prevalence of urban violence, economic disparities and social marginalisation.

Gender-based violence and femicide (GBVF) persist as a global pandemic, disproportionately affecting women, people with disabilities, and lesbian, gay, bisexual, transgender, queer, intersex, asexual and other (LGBTQIA+) individuals. Despite previous gains, there has been a concerning upsurge in gendered violence, and a regression in gender justice.

Poverty, unemployment and inequality remain potent drivers of social tension and violence.

Misinformation and disinformation pose a serious threat to society and are accelerated by social media, digitalisation and artificial intelligence. This perpetuates polarisation, leading to violence and instability.

Governments are increasingly limiting political rights and civil liberties. Civic engagement is met with violence, owing to intensified state repression.

Corruption is becoming endemic globally. Data from Transparency International shows the mutually reinforcing interface between corruption and violence. Countries with a history of protracted violent conflict have high levels of corruption. Conversely, countries with a track record of durable peace tend to be less corrupt.[1]

Our duty, therefore, is to analyse and respond to these complex contextual realities. This is reflected in our innovative approaches and strategic priorities.

1 Transparency International. 2023. Corruption Perception Index, 2023, Berlin, Germany.

4. Approach

Our work is foregrounded by seven approaches, as outlined below.



We employ this approach to address violence and foster reconciliation through holistic interventions to service communities and societies. This encompasses:

- Research to understand violence in its multidimensional forms, and the lived realities of affected people. This informs our evidence-based and targeted interventions.
- MHPSS to heal victims/survivors of violence.
- Advocacy to influence policy, shape public discourse and improve practice.
- Empowerment of victims/survivors and vulnerable groups.

We recognise that communities play a central role in articulating and designing solutions and strategies to prevent violence in their contexts.

We use an inclusive approach to convene community members as both participants and active agents of change.

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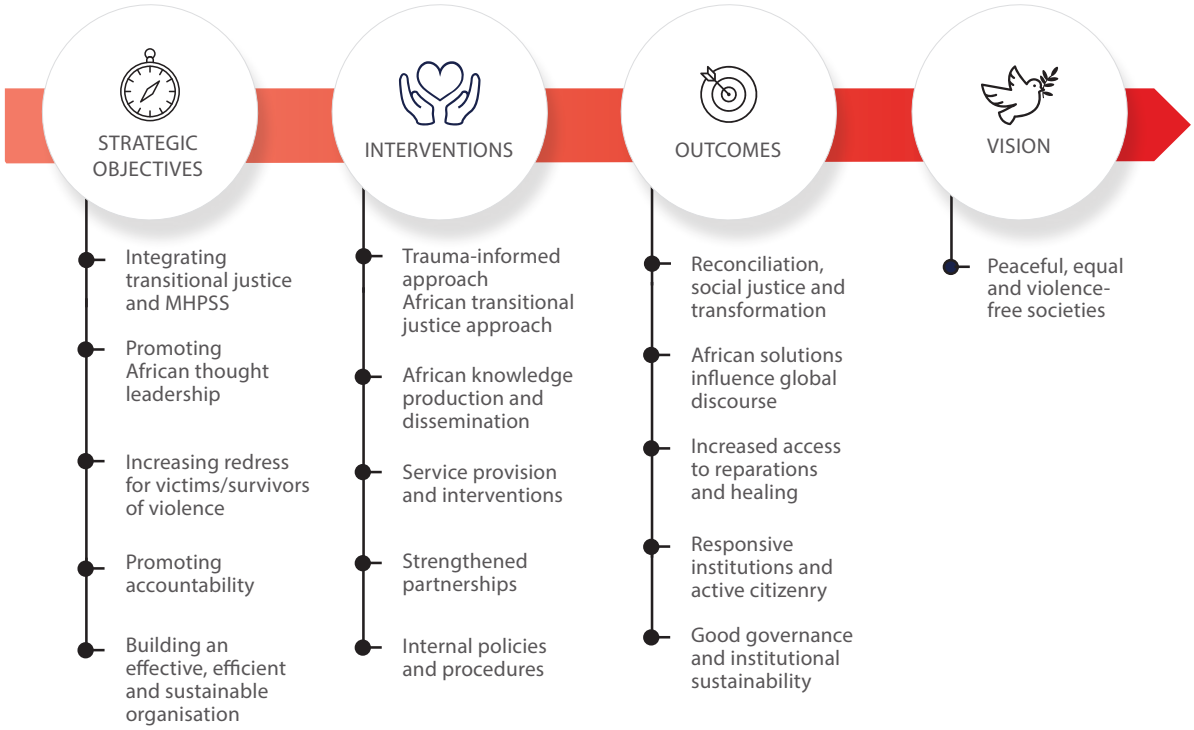
We are sensitive to cycles of trauma in our interventions.

We challenge societal norms and behaviours that reinforce gender roles as we strive for gender justice, equity and equality.

Our work builds upon existing capacities and resilience of communities to respond to violence and its effects.

Theory of change

Our strategic objectives, approaches, interventions and outcomes contribute to our vision of peaceful, equal and violence-free societies. We envision a five-pronged transformative approach to change. First, if transitional justice and MHPSS are integrated through trauma-informed and African transitional justice approaches, then reconciliation and social justice will be achieved. Second, if African thought leadership is promoted through knowledge production and dissemination, then African solutions will influence global discourse. Third, if redress for victims/survivors of violence is prioritised through service provision and interventions, then access to reparations and healing will be increased. Fourth, if accountability is promoted through strengthened partnerships, then responsive institutions and active citizenry will be enhanced. Fifth and finally, if efficiency and effectiveness are to be realised through internal policies and procedures, then CSVR's long-term institutional sustainability will be assured.



5. Impact

The impact of our work in the sector over the last 35 years positions us at the cutting edge of understanding violence. This is the foundation upon which we build our strategy for the next five years.

Our standing as a South-based organisation with strong regional, continental and global linkages affords us the credibility to engage in discourse that challenges societal and global injustice and inequality.

Key achievements over the past 35 years



CSVR and the African Union's Department of Political Affairs, Peace and Security in an annual joint planning meeting in Cape Town, South Africa

Our promotion of the African transitional justice approach (ATJA) has led to a paradigm shift in transitional justice processes across Africa and beyond. Our expertise has gained widespread recognition, challenging and enriching global discourse in transitional justice. This innovative approach of blending conventional and localised justice methods has set a benchmark for addressing historical legacies of violence, dimensions of collective trauma and its impact in current conflicts and violence. Based on this benchmark, our contribution to the development and implementation of the African Union Transitional Justice Policy (AUTJP) has led to the evolution of context-specific transitional justice mechanisms.

We integrated MHPSS into transitional justice processes, from practice to policy. Members of CSVR and the Pan-African Reparations Initiative (PARI) contributed immensely to changing the prevailing narrative of rehabilitation being regarded as a need that victims of torture have, to a right that they are entitled to.[2]

CSVR has developed trauma-informed programmes that are contextually relevant and respond to the realities of communities where there are resource and capability constraints.

2 The African Commission on Human and Peoples' Rights (ACHPR) Resolution of the Right to Rehabilitation for Victims of Torture in Africa, passed in May 2015, entrenched the right to rehabilitation for victims and tasked member states with the primary responsibility to provide this right.

We have forged partnerships with stakeholders at community, national, regional, continental and global levels. This has positioned us as a key player in the broader ecosystem of peacebuilding, advancing human rights and fostering healing. We established national,[3] regional,[4] continental[5] and global[6] communities of practice along with our priority thematic areas of transitional justice, gender-based violence (GBV), torture and reparations work.

We are a recognised thought leader in the field of violence. CSVR's evidence-based knowledge products have become integral to academic curricula, civil society initiatives and government policies across the continent and globally.

We are a platform through which researchers, academics and activists converge. Among the knowledge platforms that we have created, where theory and policy meet practice, are our flagship journal, the *International Journal of Transitional Justice* (IJTJ), co-founded with Oxford University Press, and the African Transitional Justice Hub.

Led by our Board of Directors, our governance policies, systems and processes have positioned us as a credible civil society partner with strong financial systems and standards for accountability to our funders, beneficiaries and key stakeholders.

Our strategic responses to unforeseen challenges, such as the COVID-19 pandemic, showcased our ability to adapt and operate. Our adaptability entailed digital transformation, resource management and innovation, responsive programming and collaborative efforts. As a result, we continued to deliver critical services and support to communities.

We have integrated gender equality and equity across all programmatic interventions and departments. We moved beyond the integration of gender and gender dimensions in policies, such as the AUTJP and the study undertaken by the African Commission on Human and Peoples' Rights (ACHPR) on Transitional Justice and Human and Peoples' Rights in Africa,[7] to advancing gender justice.

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3 CSVR is one of the founding members of the Consortium for Refugees and Migrants in South Africa as well as the South African Coalition for Transitional Justice. CSVR has also worked in 48 South African communities on GBV and broader violence prevention work.

4 The Southern Africa GBV Prevention Symposium. CSVR initiated the annual convening of the symposium and hosted the inaugural symposium in August 2023.

5 PARI and the African Transitional Justice Forum. CSVR is the co-convener and secretariat of PARI. The network was established in December 2013, and brings together organisations that provide legal and MHPSS services to victims of torture in Africa.

6 The Blended Voices Symposium. CSVR convened the symposium in 2020 as a learning and reflective platform for healing and psychosocial support.

7 The ACHPR study is the Commission's statement on transitional justice that outlines how it can adopt a transitional justice lens in its human rights promotion and protection mandate.

6. Insights from the field

Lessons derived from our 35 years of experience shape our strategy

Insight 1: Addressing inequality, socio-economic exclusion and unresolved trauma must be at the centre of interventions.

Socio-economic exclusion, gender inequality and unresolved trauma embedded in political, economic and social systems are key drivers of violence. Legacies of inequality need to be addressed through new politico-legal norms and psychosocial processes. Effective violence prevention, transitional justice and peacebuilding initiatives require leadership and innovation rooted in South-based experience. Investing in African thought leadership is crucial in addressing this inequality. It ensures that knowledge generated from the African context shapes global responses. The evolving landscape of violence and inequalities demands that social justice organisations like CSVR remain agile and responsive. The ATJA informs this agility and responsiveness.

Insight 2: Effective programmes require interventions that link global analysis to local context.

The causes of and solutions to violence and conflict have local and global dimensions. Each context presents a different set of challenges.

Knowledge and expertise built on these contextual realities shape innovative solutions. These realities find expression through the voices of survivors and marginalised communities. Such voices should be included in local and global dialogues about violence and conflict. Social media, more inclusive policy forums and social mobilisation campaigns are some of the effective strategies for bringing previously marginalised voices to the centre of interventions and policy debates.

Insight 3: Partnerships and networks are key to sustainable social change.

Networks involving global North (North–South) and global South (South–South) partnerships are influential in shaping debates and solutions.

Insight 4: Wellness and self-care enhance effectiveness of organisations.

Organisations are most effective when they provide employee wellness and self-care. This safeguards the communities against vicarious trauma and secondary traumatisation.

Insight 5: Providing personnel safety and security is critical.

Access to reconnaissance, early warning, medical and evacuation services enable organisations to work in high-risk areas or communities where interventions are most needed. Partners and funders need to recognise the necessity to provide resources for safety and security.

7. SWOT analysis

STRENGTHS

- Knowledge, skills and expertise of CSVR staff on our thematic areas and geopolitics
- Dynamic and diverse staff (with 60% youth)
- Long-serving staff with institutional memory
- Documentation of our history, successes, achievements and impact (35-year impact report)
- Strong governance, processes and systems
- Integration of knowledge and learning in all our work
- Good-quality products in research, advocacy and interventions
- Strategic and collaborative partners
- Cohesion and collaboration across programmes and departments
- Automated systems for increased efficiency, data accuracy and data retention
- Balancing office and remote working
- Integrated gender in all programming, departments and work
- Re-established stand-alone gender programme
- Successful navigation of change management during crisis
- Consistent and ongoing training/upskilling of staff
- Prioritisation of self-care and well-being
- More structured internship and fellowship programme

WEAKNESSES

- Limited profiling and communication (not showcasing our regional/global footprint and influence)
- Not building enough donor stakeholder relations for increased donor funding
- Fragmented IT systems
- Lack of agility to support staff in the field
- Limited forecasting and trends analysis to identify new opportunities for our work
- Underestimating our capacity and impact

OPPORTUNITIES

- Multi-level engagement (national, regional and global)
- Memorandum of understanding with the African Union (AU)
- Expanded frontiers of transitional justice and peacebuilding to respond to new and emerging issues
- Community and survivors' buy-in and trust
- Diverse range of funders
- Rise of the global South as a key player in exploring the transformative potential of transitional justice
- Integration of early warning systems and tools to prevent conflicts, violence and their recurrence
- Uptake of trauma-informed approaches by donors, multilateral institutions, the private sector and civil society organisations
- Sustainable Development Goals (SDGs) review process
- AUTJP 2025–2029 Roadmap for implementation and the AU Resource Guide on transitional justice.
- Numerous media/public relations/communication and marketing platforms
- Surge in interest in GBV and gender transformative approaches

THREATS

- Shrinking civic space (anti-NGO rhetoric)
- Increased political instability and security risks
- Cybercrime and cyberwarfare
- Rise of racism globally
- The rise of populist and right-wing agenda
- Funding constraints and donor dependence
- Reversal of gender-progressive policy gains
- Disparities in remuneration between global North and global South salaries for social justice work
- Competition within the peace and security/transitional justice sectors in the region
- Funders refocusing/changing areas of focus and shrinking funding for transitional justice, torture, MHPSS and peacebuilding work
- Unpredictability of some regional and continental partners/funding partners
- Foreign exchange rate fluctuations (unpredictability of the rand against major markets)
- Geopolitical tensions
- Misinformation and disinformation
- Systemic corruption
- Climate change-induced conflicts

8. Strategic objectives

Strategic Objective 1: Advancing Integration of Transitional Justice and MHPSS

Outcome	**Reconciliation, social justice and transformation advanced**
Lead implementing programme(s)	**Advocacy, MHPSS and Gender**

The integration of transitional justice and MHPSS entails addressing the consequences of conflicts and violence. This includes redressing the historical legacies of trauma and the root causes of violence through a trauma-informed lens. This holistic approach places contextual realities and the lived experiences of victims/survivors at the centre of interventions.

In the next five years, we will foster this integrated approach to transitional justice and MHPSS, scaling up to set standards and shaping the narrative on expanding transitional justice application. This will be achieved through documentation of best practices and interventions, policy advocacy, academic partnerships, community engagement and collaborative development of tools and frameworks to advance reconciliation, collective healing and transformation as pathways to sustainable peace.

Strategic Objective 2: Promoting African Thought Leadership

Outcome	**African solutions influence global discourse**
Lead implementing programme	**Research**

Promoting African thought leadership situates Africa's lived experiences, knowledge and thinking within the global ecosystem of multidisciplinary knowledge production and management. It entails advancing African knowledge and solution-oriented expertise to inform policies and interventions that address local and global challenges.

Over the next five years, CSVR will facilitate local knowledge production and sharing from African scholars, practitioners and policymakers through diverse dissemination platforms. This will include various types of publications that are peer-reviewed for quality control, globally competitive and aligned with international standards.



Strategic Objective 3: Redress for Victims of Human Rights Violations

Outcome	**Access to reparations and healing facilitated**
Lead implementing programme(s)	**MHPSS, Advocacy and Gender**

Redress entails a plethora of judicial and non-judicial initiatives undertaken with the purpose of healing the pain suffered by victims/survivors as individuals and/or communities as a result of egregious human rights violations, violent conflict, dictatorship or repression. Through redress, justice is guaranteed, the human dignity of victims/survivors is restored and past wrongdoing is publicly acknowledged. Provision of compensation or reparations goes a long way in facilitating reconciliation.

Facilitation of access to reparations and healing will be informed by the lived experiences of victims/survivors, through access to justice and accountable redress mechanisms, and by employing knowledge generated through research, advocacy and human rights interventions.

The use of trauma-informed interventions and a gender-transformative approach will facilitate victims' healing from violence. This will contribute to rehabilitation, peacebuilding, reconciliation and social cohesion.



Strategic Objective 4: Promoting Accountability

Outcome	**Responsive institutions and active citizenry strengthened**
Lead implementing programme(s)	**Advocacy and Gender**

Accountability refers to measures undertaken in order to hold individuals, institutions or groups responsible for human rights violations committed as a result of violent conflict or autocratic rule. It entails putting in place mechanisms/institutional frameworks to ensure that those responsible for crimes such as genocide, war crimes, crimes against humanity, and other gross human rights abuses are identified and prosecuted in compliance with international human rights law and humanitarian law. Keeping leaders and institutions accountable requires an engaged citizenry and active civil society.

Over the next five years, CSVR will partner with other civil society organisations in order to actively engage and hold governments accountable for human rights violations. This engagement will aim to advance, among others, Aspirations 3 and 4 of the AU's Agenda 2063[8] and SDG 16.[9]

8 Agenda 2063-the Africa We Want is the long-term development blueprint developed in 2013 and adopted by the AU in 2014. It has seven aspirations. Aspiration 3 envisions 'an Africa of good governance, democracy, respect for human rights, justice and the rule of law'. Aspiration 4 envisages 'a peaceful and secure Africa'.

9 The United Nations (UN) developed 17 SDGs in 2015 as a global compact that replaced the Millenium Development Goals. Through SDG 16, the UN aims to 'promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels'.

Strategic Objective 5: Building an Effective, Efficient and Sustainable Organisation

Outcome	**Good governance and institutional sustainability achieved**
Lead implementing programme(s)	**Executive, Business Continuity, Finance and Operations**

CSVR embraces good governance as a key precondition for organisational effectiveness, efficiency and sustainability. It adheres to good governance principles, including transparency, accountability, compliance, integrity, ethics and responsibility. These are reaffirmed and incorporated into various CSVR policies, rules, regulations, the Board Charter and the code of conduct.

Good governance will continue to guide CSVR's business processes, including human resources management, financial management, audit, outreach, communications, marketing and branding, networking, partnerships, stakeholder management, quality control and assurance, leadership development and succession planning, as well as fundraising.

CSVR's fundraising will focus on local and international donors, multi-year and multi-country funding, and investing in sources of self-funded income to increase our unrestricted organisational funding. Strategic planning, retention of institutional memory, including retention of key expertise, increasing organisational reserve funds and investing in succession planning contribute to long-term sustainability.

CSVR will also invest in its most valuable asset – its human resources. For this reason, staff wellness and well-being will be guaranteed. This will enhance the added value our staff provide to the vision, mission and strategic positioning of the organisation.

9. Programmes and departments

In response to the strategic objectives outlined above, and to ensure alignment with our strategic approach, the organisation has developed four programmes and three supporting departments in order to effectively and efficiently implement the 2025–2029 strategy. These will be underpinned by robust systems of Learning, Monitoring and Evaluation (LM&E) embedded within the programmes.

Research Programme

Research has always been central to CSVR's mission. It will continue to support and bolster our advocacy, MHPSS and gender programmes, collaborating with and learning from the experiences of affected communities. In particular, 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. It will also ensure that CSVR focuses on supporting affected communities in articulating their understanding of violence and their priorities in redressing its adverse effects.

The programme will inform CSVR's input into national and international public debate, policy dialogues and discourse. Consistent with strategic objective 2, the Research Programme will promote African thought leadership on transitional justice. 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 influences the development, adoption, ratification and implementation of national, regional/continental and international policies, and also fosters public engagement, awareness and understanding. CSVR's Advocacy Programme will continue this work and provide technical and content support to those working on policy issues, and to other programmes in strengthening engagements and strategic alliances with community, national, regional, continental and international institutions.

The programme is formulated to advance strategic objectives 1 and 4 and will support strategic objective 3 by facilitating access to redress for victims and survivors of violence. The programme will engage directly with communities and provide platforms for dialogue on violence prevention and peacebuilding strategies and implementation planning.

It will strengthen the capacity of communities through change agents, to hold those in power accountable. It will also facilitate links between communities and the state and ensure the lived experiences of communities are incorporated into local, national, regional, continental and global processes, thus promoting linkages between the local and the global.

MHPSS Programme

The MHPSS Programme will advance strategic objectives 1 and 3 through providing services and interventions to victims of violence and conflict at individual, family, group and community levels. The programme will deepen understanding of trauma, particularly focusing on the changing nature and impact of trauma in transitioning societies. It will offer psychosocial and mental health support to victims (including refugees) of gross human rights violations, violence and conflict. It will also provide referrals for survivors to appropriate service providers for holistic redress.

The programme will contribute to strategic objectives 2 and 4 through feeding LM&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, policymakers and programme developers.

Gender Programme

The Gender Programme will engage with emerging trends from ongoing work on GBV, trafficking of persons, gender and climate justice, and technological change for achieving gender equality. Working on gender as gendered beings, frameworks that guide practices are essential as mechanisms of accountability. as such an organisation that works with human populations must have an ethical committee that will constantly evaluate the ethical implications of minimal or high-level risk to hold professionals accountable and engage critically with gender as a cross-cutting matter.

A critical insight from the gender audit is the tendency to equate the naming/highlighting of overlooked communities, like people living with disability and people belonging to the LGBTQIA+ community, to gender mainstreaming. To provide progressive and sustainable support in gender mainstreaming, the programme needs to understand developments in local, national, regional, continental and international spaces. The Gender Programme will also revive CSVR's participation and visibility in gender, women, peace and security networks. It will also contribute to strategic objectives 1, 2, 3 and 4.

Finance Department

The Finance Department will provide strategic and administrative financial support to all the programmes, thus advancing strategic objective 5. The department will ensure financial compliance with various

audits, donor obligations and governance reports and develop financial processes and procedures, including audits, 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 prioritise increased automation of our business processes over the next five 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 department will also offer administrative and logistical support for all of the organisation's programmes. It 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.

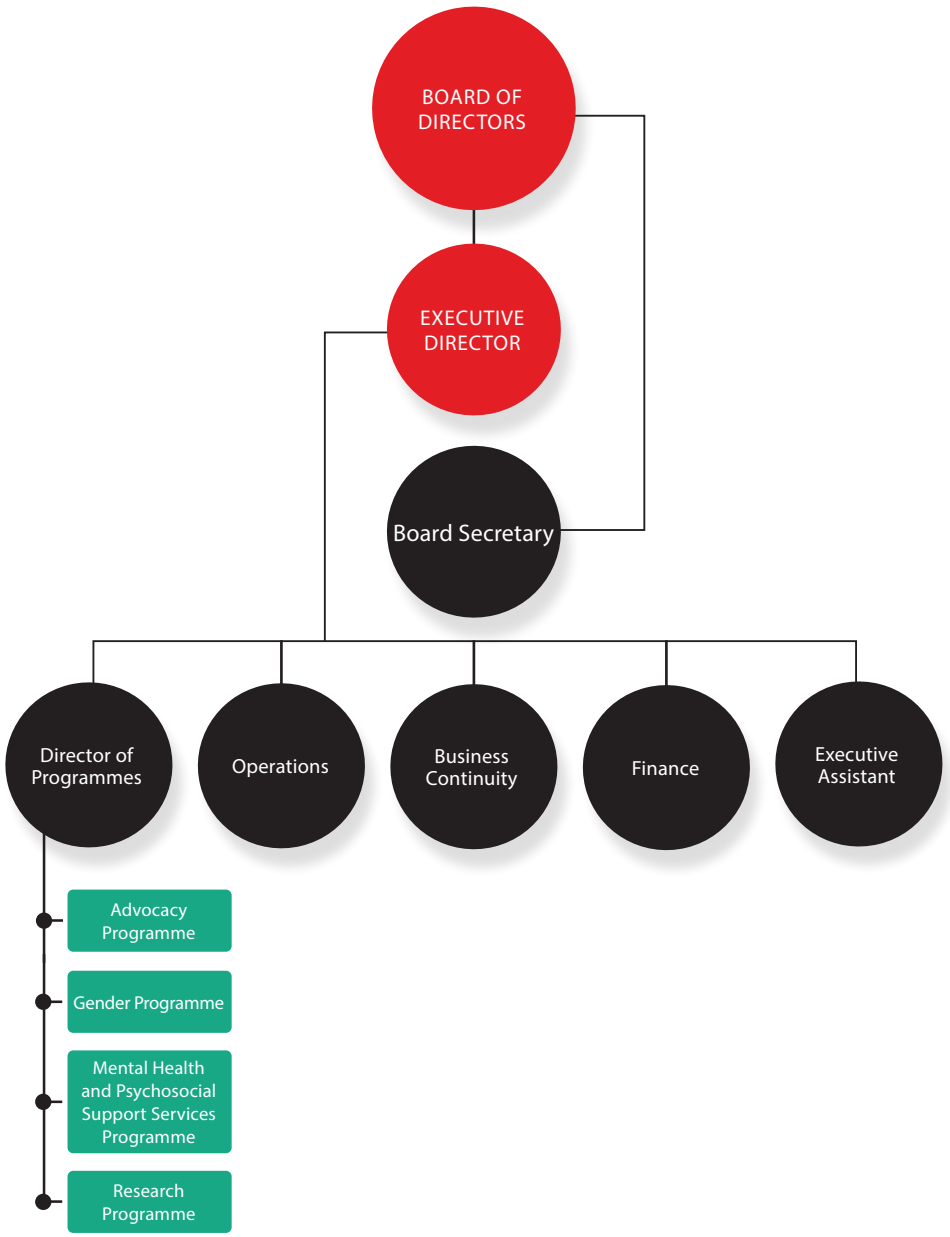
The department will oversee compliance with legal and governance obligations and work to maximise CSVR's funding from the Sector Education and Training Authority (SETA) and other state institutions. In the coming years, the department will also increase emphasis on automation, designing systems to facilitate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

Business Continuity Department

The purpose the Business Continuity Department is to strengthen and implement 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 also ensure the whole organisation (not just specific programmes) is well funded. Focus will be on securing core funding, diversifying our funder pool and building the organisation's sustainability fund and reserves. The department will be involved in managing and tracking donor engagements. It will also track any follow up needed from the engagements. The department will manage the process of funding applications – including researching priority donor organisation perspectives. It will oversee and coordinate a systematic decision-making process, leading to decisions on which funding opportunities to pursue. The Business Continuity Department will also link the board of directors, the executive director and programme managers with key potential donors and their mission.

10. Structure



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