



2019-2022 STRATEGIC PLAN

"We are now all in this together!"

ABOUT THIS STRATEGY FROM WHERE?

"Transitional justice won't happen unless it becomes not only a concept and a program, but a social movement. I saw that beginning to happen in Bulawayo and saw that this movement not only includes the strategically invited participants from various institutions around the country, but also the community members and leaders we met on our field visits - we are now all in this together."

Rev. Shirley de Wolf
2018 Transitional Justice Policy Symposium

Consolidates NTJWG lessons from the past 5 years of engagements.

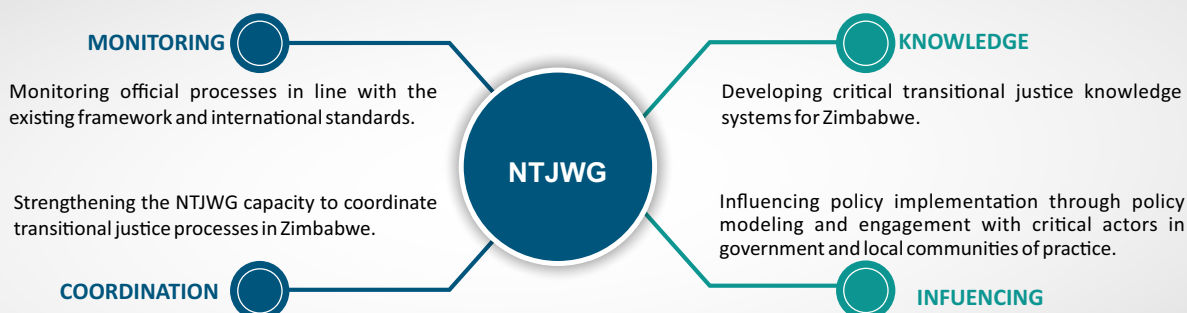
Built on the 2018 transitional justice policy symposium.

Formulated during the 2019 NTJWG Strategic planning retreat during which the NTJWG reflected on the need for a comprehensive transitional justice policy in Zimbabwe.

Takes advantage of transitional justice expertise in Zimbabweans across the world.

Incorporates the opportunities presented by local and regional developments such as the operationalisation of the NPRC and adoption of the African Union transitional Justice policy.

STRATEGIC PRIORITIES



STRATEGIC OPPORTUNITIES

- Enhancing social capital.
- Domesticating and implementing the African Union transitional justice policy.
- Institutionalising and profiling use of transitional justice in Zimbabwe.
- Building the capacity of stakeholders and survivors to participate in official transitional justice processes.
- Promoting an enabling environment for transitional justice.
- Developing and showcasing transitional justice leadership through policy modeling and norm-setting.
- Building a knowledge economy for transitional justice.

STRATEGIC APPROACH

3% RULE CRITICAL MASS

Leveraging on technology to popularise influence and lead conversations and actions that build a critical mass around transitional justice.

NTJWG
STRATEGY
NODES
2019-2022

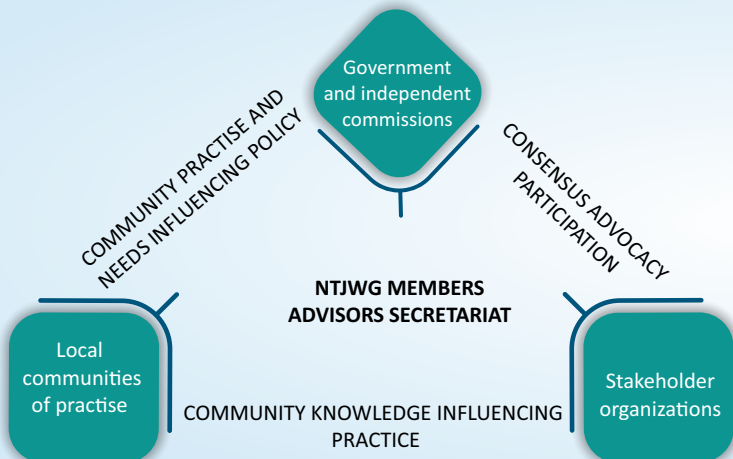
WORKING WITH THE GRAIN APPROACH

Starting with the world as it is, realising the need to use existing space to catalyse transformation.

TRANSFORMATIONAL ADVOCACY APPROACH

Proactive, principled and direct engagement with systems to influence changes from the outside in and from the inside out.

COORDINATION STRATEGY



TOOLS FOR MONITORING

- Survivors communities of monitoring, observation and interface.
- Survivors monitoring toolkit.
- Community monitoring and impact audits.
- The code of inclusion.
- Survivors training of trainers kit.
- Media monitoring.
- NPRC Watch Report.

POLICY INFLUENCING

Regular NPRC – survivor interface.

Stakeholder-led policy dialogues and policy papers.

Quarterly NTJWG NPRC briefing sessions.

Quarterly NTJWG executive briefing sessions.

Yearly NTJWG parliamentary briefing.

SURVIVOR ENGAGEMENT STRATEGY

- Creating key offices in NTJWG.
- Thematic leader on reparations and rehabilitation (supported by the survivors support group, with technical knowledge on survivor engagement) representative for survivors (supported by survivors with technical knowledge on survivors advocacy issues).
- Developing a special mapping process to establish how deep Zimbabwe woundedness is.
- Catalysing leadership development in the survivors' constituency.
- Convene and annual survivors' convention.

Creation of transitional justice internship programme within the secretariat and stakeholder organisations.

Convening a seminar on Implementing of the African Union transitional justice policy with involvement of academics and practitioners.

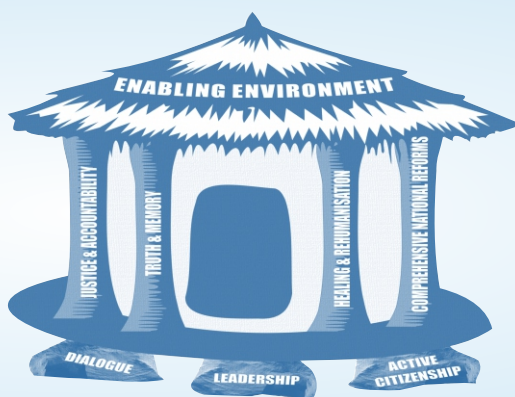
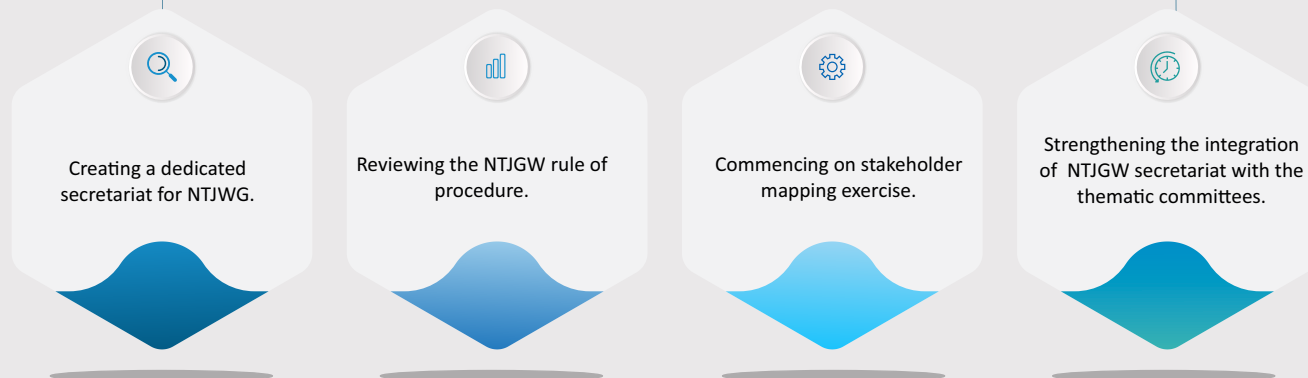


Appointing of the independent expert on knowledge management supported by knowledge management committee.

Appointment of the international advisory board to NTJWG.

Enhancing the NTJWG archival project to incorporate video and photo galleries.

STRENGTHENING NTJWG SECRETARIAT



CONCLUSION

“The 3 year strategy that has been set out here expresses the ambition of the people of Zimbabwe to go a long way to bring to an end the legacy of violence. It also represents the caution and proactivity that not everything must be done by the state. There is space for the state and also space for civil society and private actors. This strategy draws the linkages and seeks to build a movement in which all the three elements of the society can effectively speak to each other to multiply impact by learning from each other and acting together. That way, the strategy seeks not only to affect process, but also to build in non-state actors a community for transformative justice in Zimbabwe.”

NTJWG = National Transitional Justice Working Group | NPRC = National Peace and Reconciliation



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