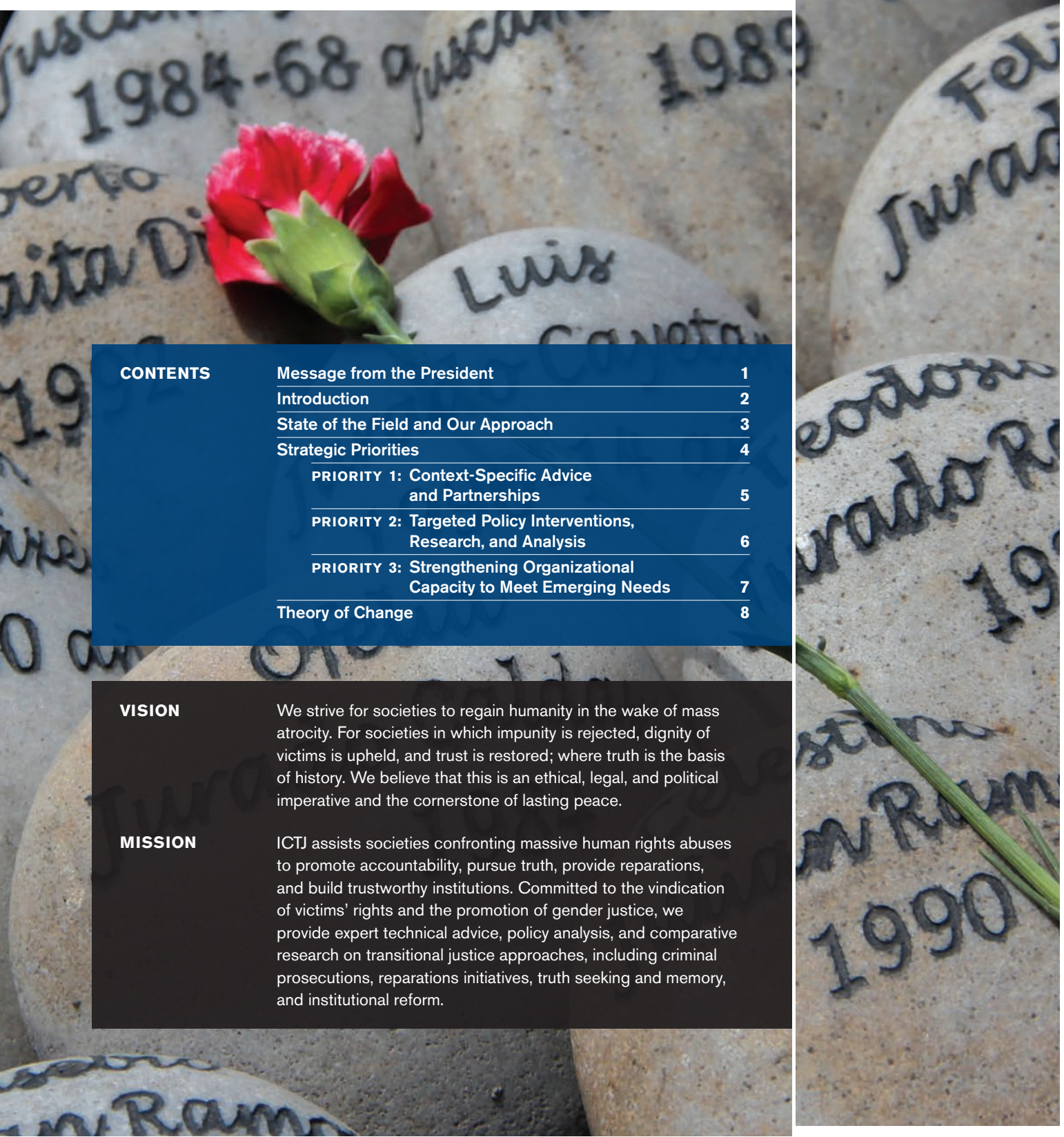


**STRATEGIC PLAN  
2015-2018**

# Pursuing Justice in Changing Times



Detail of "The Eye that Cries" memorial to victims in Lima, Peru (Marta Martínez/ICTJ).



<b>CONTENTS</b>	Message from the President	1
	Introduction	2
	State of the Field and Our Approach	3
	Strategic Priorities	4
	<b>PRIORITY 1: Context-Specific Advice and Partnerships</b>	5
	<b>PRIORITY 2: Targeted Policy Interventions, Research, and Analysis</b>	6
	<b>PRIORITY 3: Strengthening Organizational Capacity to Meet Emerging Needs</b>	7
	Theory of Change	8

**VISION** We strive for societies to regain humanity in the wake of mass atrocity. For societies in which impunity is rejected, dignity of victims is upheld, and trust is restored; where truth is the basis of history. We believe that this is an ethical, legal, and political imperative and the cornerstone of lasting peace.

**MISSION** ICTJ assists societies confronting massive human rights abuses to promote accountability, pursue truth, provide reparations, and build trustworthy institutions. Committed to the vindication of victims' rights and the promotion of gender justice, we provide expert technical advice, policy analysis, and comparative research on transitional justice approaches, including criminal prosecutions, reparations initiatives, truth seeking and memory, and institutional reform.

## MESSAGE FROM THE PRESIDENT

**ICTJ made remarkable progress in the last three years against its 2012–2014 Strategic Plan. Our emphasis on technical assistance has proven important to refocusing our work, and the improved interaction among our nine field offices and five thematic programs has increased ICTJ's impact in the societies where we operate.**

In Colombia, we are providing considerable technical assistance and advice regarding the historic peace negotiations between the Colombian government and the FARC rebels. This support includes providing an embedded expert in the Attorney General's office and intensive assistance on the seminal question of prioritization of prosecutions as well as support for truth seeking. The peace talks have resulted in significant progress on a range of accountability measures, spurred by the active participation of victims in the talks. While much remains to be done, great strides have been made toward ending this 50-year conflict, and transitional justice is at the very center of the process.

In Tunisia, despite a difficult political landscape, the launching of the Truth and Dignity Commission last year has given new hope to victims after decades of repression. Our work to support Tunisia's truth-seeking efforts, which includes seconding an ICTJ expert at the request of the commission to assist it in its start-up phase, has been widely acknowledged in the country and beyond.

Following excellent work on the issue of children and transitional justice, ICTJ addressed the UN Security Council on achieving accountability for violations against children in armed conflict—a rare opportunity for an NGO. ICTJ maintained that transitional justice measures can contribute to efforts to reveal the underlying causes of violations against children, remedy the consequences, and prevent their recurrence. Afterwards, ICTJ was approached by UNICEF to form a strategic partnership on a major project, featuring both programmatic work and research.

ICTJ is working in a number of countries to strengthen the domestic criminal justice system. In a major initiative, ICTJ, in partnership with South Africa and Denmark (which were the co-focal points for Complementarity in the ICC Assembly of States Parties), organized a series of high-level discussions with key domestic and international actors, focusing on building state capacities to investigate and prosecute serious crimes. The learning and recommendations from these discussions are being



*David Tolbert, president of ICTJ, addressing a high-level conference on truth commissions, with Colombian President Juan Manuel Santos, former UN Secretary-General Kofi Annan, and Norwegian Special Envoy to the Peace Process in Colombia Dag Halvor Nylander, in Bogotá, Colombia, 2015 (UNDP).*

used by ICTJ and its partners in places like Cote d'Ivoire and the Democratic Republic of the Congo.

In an innovative and important partnership, ICTJ and the Kofi Annan Foundation have joined forces to examine the promise and pitfalls of truth commissions in peace processes. Following consultations with leading international experts, a report was presented and discussed with policymakers in New York and Geneva. It was later the subject of a high-level conference in Colombia that convened Colombian political and civil society leaders, including President Juan Manuel Santos. Due to the immediate relevance of these issues to many countries in which we work, ICTJ will continue to cooperate with the Kofi Annan Foundation to raise our findings in national forums.

These next three years present an important opportunity for ICTJ to build on the foundations that we have established and to increase the impact of our work for justice for many years to come. Our aim is that in three years' time ICTJ will not only remain the leading organization in the field, but that our work will have contributed substantially to strengthening policy makers' commitment to justice and that those working with victims see us as a strategic and effective ally.

**David Tolbert**

## INTRODUCTION

**ICTJ continues to be recognized for its leadership and expertise in transitional justice. We are making important contributions where societies are wrestling with the legacy of systematic human rights abuses, through our technical expertise and country engagements, which stretch across the globe.**

Our new strategic plan builds on what we see as a very successful previous plan, which emphasized core activities, such as technical assistance and policy analysis, victims' rights and participation, and innovation. In this sense our new plan does not mark a radical departure from the last plan but rather is a continuation of it, building on solid foundations.

At the same time we recognize that it is important for us to reflect and adapt so that we can do even better wherever possible. Our current plan identifies and describes the ways in which we believe improvements can be made to increase our impact.

Over the next three years, ICTJ will embark on three strategic priorities that address objectives at the program and policy levels (Priorities 1 and 2) and organizational level (Priority 3). Priority 1 focuses on **Context-Specific Advice and Partnerships**. This objective reflects an

increased emphasis on contextual analysis, so that challenges are properly understood and strategies developed to advance the prospects of measures for acknowledgment, accountability, and reform.

With its emphasis on **Targeted Policy Interventions, Research, and Analysis**, Priority 2 is aimed at channeling our expertise more effectively to help support policy makers' understanding of the challenges faced in practice and to provide sound recommendations on how to face them. We will strengthen our program, research, and policy efforts so that policy makers who drive national and international justice and reform issues are fully informed and see us as a trusted partner and a source of innovation.

While our third priority, **Strengthening Organizational Capacity to Meet Emerging Needs**, appears to be primarily internally facing, it is essential to accomplishing ICTJ's broader goals and objectives. If we are to address the changing needs in today's complex geopolitical landscape, we must increase our operational capacity to support our program and policy interventions. This direction will require a greater degree of operational flexibility and working in situations where we may not necessarily open country-based offices for long-term engagements. It will also require greater internal learning and knowledge-sharing systems.

As part of our strategic planning process, we undertook an examination of our **Theory of Change**. This provided an opportunity to challenge our assumptions about what key levers are needed to bring about the goals and objectives we seek to achieve.

Our strategic planning process was informed by the input and participation of a broad cross section of ICTJ's board members, leadership, and program and operations staff, as well as consultations with a number of our key supporters and partners. An internal survey, which garnered a 91% response rate, elicited staff opinions on our programmatic and operational goals. A series of internal strategy meetings, retreats, and review sessions were held, with the support of Ritchie | Tye Consulting. Representatives from the majority of our key donors were interviewed. And external partners and peer organizations, including civil society organizations, academic institutions, and UN agencies, were consulted, to better understand and gauge the external environment. ICTJ's Board of Directors approved this plan.



*Young woman on a city bus, Beirut, Lebanon (Thomas Leuthard).*

## THE STATE OF THE FIELD AND OUR APPROACH

**There is a more challenging and complex geopolitical landscape now than perhaps at any other point in the last two decades, as a result of a variety of political and economic shifts. At the technical level, approaches to transitional justice are pulled in two directions due to: 1) a sometimes overly formulaic “check-the-box” approach, which fails to take account of the local context; and 2) an unrealistic, ever-expanding notion of transitional justice as a means to cure all of society’s ills.**

ICTJ is increasingly being called on to provide guidance and advice in a range of complex circumstances with varying demands, including in places where armed conflict still rages or there is no current “transition”—or where both the state and traditional civil society organizations are weak and the international push for transitional justice measures is stronger than national demand. Specific transitional justice measures are now often discussed while a war has no end in sight or inserted in peace agreements, even when the constituencies required to see them through may be incipient at best or the ideal proposed approaches require conditions and resources far beyond what is feasible.

Transitional justice requires not only the application of certain measures, such as prosecutions, truth seeking, reform, or reparations, but an appreciation of whether, when, and how those measures should be introduced. It is important that measures are not formulaic, following templates without an appropriate understanding of the context or related challenges. If one considers the radical differences in approaches to transitional justice in Eastern Europe, Latin America, and Africa, we can readily see that context dictates both measures and outcomes.

Given this, it is critical that in every context, ICTJ carries out rigorous and sustained analysis of the local political and institutional situation and brings in relevant comparative experience. Through analysis that is specific to each context, ICTJ explores whether interventions can be implemented in a way that increases the prospect of meaningful impact. Indeed, at the heart of our approach is a deep appreciation of the local context in which appropriate measures of acknowledgment, accountability, and reform are to be taken after mass human rights violations.

At the same time, we have observed that the notion of “integrated approaches” is sometimes misunderstood at both the technical and policy levels. In practice it can give rise to unrealistic expectations or lead to formulaic responses. While we continue to believe it is important to develop multifaceted approaches in the aftermath of massive human rights violations, it is important that the best does not become the enemy of the good.

Furthermore, while we recognize that the common categories of transitional justice measures (truth, justice, reparations, and reforms) are a useful and broadly employed formulation that resonates widely, they can become formulaic in some circumstances. Thus, thinking of measures of acknowledgment, accountability, and reform as a broad set of approaches, or “baskets of ideas,” that will vary widely in implementation, depending on the local context, may well prove more effective and more likely to promote innovation.



*Mapping consultations in Bangolo, Cote d'Ivoire, with Cristián Correa and Didier Gbery, of ICTJ, Antoinette Kouadio Ahou, of the NGO Abebo, and Joseph Seahe, president of the Collectif des Structures de la Société Civile of Bangolo, and other staff, 2014 (ICTJ).*

## Strategic Priorities



*Main: Mother holding a photo of her disappeared son, Apongo, Ayacucho, Peru, 2011 (Catherine Binet); on right, from top: residents of Tyre, Lebanon, return to their homes after an Israeli air attack (John Isaac/ UN Photo); Betty Murungi, at the high-level symposium "Challenging the Conventional: Can Truth Commission Effectively Strengthen Peace Processes?," 2013 (ICTJ).*

## Priority 1: Context-Specific Advice and Partnerships

ICTJ has a role to play in providing **nuanced analysis** to stakeholders that can help to shape more effective policy and practice for societies grappling with massive human rights violations. As transitional justice has consolidated as a policy imperative for conflict and post-conflict situations, there has been a tendency to expect an increasingly early intervention, with a somewhat mechanical approach to what may be broadly differing challenges. This has led not to increased trust in state institutions, but rather to heightened frustration and even failure in some cases.

This requires ICTJ to have a **sophisticated understanding in each context** of how demands for accountability interact with broader demands for social justice; of how the society is organized beyond victims' organizations and human rights groups; and how other active social forces are organized and might be engaged to support transitional justice. To be effective we need to build stronger alliances on the ground and internationally with organizations that work in related fields, including, but not limited to, development, anti-corruption, and security sector reform.

The external challenges we face pose the need to further develop our staff capacity to **act as both specialists and generalists** and explore ways to respond to unmet demands in closely related areas, such as constitutional or judicial reform. In part, ICTJ's current organizational structure reflects what has come to be known as the "four pillars of transitional justice" (truth seeking, criminal justice, reparations, and institutional reform). While functional in some contexts, it may limit our capability and flexibility to provide more creative, coherent, and context-driven support in a broader range of situations, especially those that are newly emerging.

At the same time, the flexibility we require looks to provide **high-quality support with a lighter organizational footprint**. As we seek to engage in more diverse situations that call for diverse forms of intervention, we will also need to reinforce our criteria for decision making: when and how we engage, the added value we can bring to a situation, who we work with, and when we leave.

To accomplish these objectives it is critical to develop **targeted and adaptive approaches** in the emerging contexts in which we work. We will therefore strengthen our Design, Monitoring, and Evaluation (DME) capacity to become more evidenced-based in programming and enhance the effectiveness of our interventions.

### 2018 OBJECTIVES

Acknowledgement, accountability, and reform processes will be strengthened in a wide range of situations.

Practical and policy debates on the potential impact, role, or limits of transitional justice approaches in concrete contexts will be promoted and advanced.

### KEY INVESTMENTS

**Strategy 1.1.** | Conduct systematic, rigorous contextual analysis, stakeholder mapping, and assessments to shape more effective strategies, policy, and practice. This will inform our own program objectives and strategies in places where we have country offices, to ensure that we develop increasingly effective responses to transitional justice needs on the ground. This will also inform and help shape new types of interventions/engagements (for example, providing technical assistance that does not require a country office, monitoring of key countries, providing transitional justice feasibility analyses, etc.). Finally, in selected cases, the results of our analyses and assessments will also be shared with other stakeholders to help inform their decision making.

**Strategy 1.2.** | Diversify our partners and deepen our alliances on the ground and internationally to help broaden the demand for justice and dealing with the past in a given society, and construct synergies between transitional justice initiatives and other fields, depending on the context.

**Strategy 1.3.** | Develop staff competencies and organizational capacity to provide timely advice and partnership in, or regarding, places where we have clear value added to offer; develop and implement a policy for gender mainstreaming for all programming.

**Strategy 1.4.** | Enhance ICTJ's DME capacity to promote institutional learning and strengthen the quality of our work.

## Priority 2: Targeted Policy Interventions, Research, and Analysis

Much of ICTJ's work aims to assist policy makers. At the national level we seek to influence decision making on transitional justice approaches, and at the international and institutional level we seek to ensure understanding of and support for the principles and practices of transitional justice. ICTJ's country and thematic staff conduct the vast majority of national-level work with policy makers. ICTJ will continue to consider its work on **political analysis and local relationships** of the utmost importance.

Other international and national non-governmental organizations are relevant players in how we seek to shape support for transitional justice generally. We need to understand their interests and roles, and develop appropriate alliances. At the same time we seek to enhance our work where it relates to what might be considered **international policy**. By this we mean where the focus of our efforts is on states and organizations other than the states where we currently work.

We believe that ICTJ can help to set the agenda on issues of real practical importance to make acknowledgment, accountability, and reform a reality in more places. ICTJ can have greater influence if all of our **energies are aligned** such that different units can identify principal objectives over a period of time and devise strategies to meet them and hold ourselves accountable to them.

An important element in this reconfiguration of efforts is the role of **communications**. ICTJ develops communications strategies for countries where we work to ensure the effectiveness of messaging and targeted engagement with the most important audiences, which include key media, with the aim of engaging them in discussions on transitional justice as active participants in the process. By deploying a more strategically framed set of messages and issues, we believe that ICTJ can make its voice clearer and its impacts deeper.

ICTJ has enjoyed an excellent reputation on **research**. Our situational analysis and other reviews indicate that over time it has become of particular interest to academic colleagues, but perhaps of less direct importance to policy makers and practitioners.

We believe the time is right for a recalibration of our research to respond to new and emerging demands and to provide **influential analysis and recommendations** to inform the field. We will work to ensure that we exercise the most positive influence possible at points where we believe the greatest difference can be made. In the mid to long term, the support and understanding of key transitional justice issues by governments and organizations will be crucial to the sustainability of transitional justice as an area of practice. Communications will also play a key role in this effort through increased collaboration across the organization.

### 2018 OBJECTIVE

Policy makers will understand and support transitional justice based on consistent, innovative analysis.

### KEY INVESTMENTS

**Strategy 2.1.** | Diversify and deepen our alliances with national and international actors to broaden support for justice and dealing with the past in a given society and to construct synergies between transitional justice initiatives and other fields, depending on the context.

**Strategy 2.2.** | Harness our comparative expertise and experience throughout the organization to develop practical and actionable research and analysis capable of informing policy and practice.

**Strategy 2.3.** | Engage and inform key partners on major policy issues through our new office in The Hague.



## Priority 3: Strengthening Organizational Capacity to Meet Emerging Needs

ICTJ is committed to **strengthening its human and technical capacity** in its central office in New York City as well as to developing systems that enable country offices to work more efficiently. High-performing nonprofits are those that have sufficient infrastructure and the internal agility to respond to the changing environments in which they operate. This requires resources, particular competencies, and robust systems. At the same time, we want to ensure our operations are set up to enable implementation of a more flexible programmatic approach to in-country work where we do not have an established office.

ICTJ's expertise (both substantive and operational) as well as its financial management have been well recognized in both external organizational and financial audits. To maintain ICTJ's capacity in this regard and allow a more effective approach to country engagements and other emerging situations, ICTJ needs to invest in more **advanced systems and tools** in relation to Finance, Human Resources, and DME. To support the objective of institutional learning and for the organization to strengthen its efforts to build a **rich internal learning environment**, it will be important to further invest in DME and support institutional learning throughout the organization that extends beyond program and includes operational and administrative effectiveness.

This plan necessitates a review of staff composition and structure across program and operational units, at all levels. To enable adaptability, ICTJ intends to invest in and support a **human capital strategy** that builds on a set of shared management practices, improves decision-making processes, ensures compliance and accountability, and builds a culture that values all staff.

ICTJ recognizes that in order to continue as a high-performing organization, additional investments in "non-programmatic" functions are needed to ensure ICTJ's continued leadership in the field. Our employees' continued ability to learn, evolve, and adapt requires the organization to invest in staff training and development, to foster collaboration and coordination, and to enhance internal communication and knowledge sharing.

Maintaining and building within our current pool of donors will continue to be a priority. At the same time, efforts need to be made to expand our **base of support** and appeal to broader constituencies, including high-net-worth individuals and other private sources, like family foundations. In order to achieve this, ICTJ needs to resource this function and invest in a communications strategy that supports development and enables the organization to effectively communicate its purpose, its mission, and how the organization achieves its intended impact.

### 2018 OBJECTIVES

ICTJ will have a vibrant learning culture that is supported by robust knowledge-sharing mechanisms integrated with DME and communication functions.

ICTJ will have aligned its operational and human resources with its programmatic strategy to increase coordination and collaboration, ensure efficient decision making, and promote individual accountability.

ICTJ will have strengthened its fund development capacity and diversified its revenue portfolio.

### KEY INVESTMENTS

**Strategy 3.1.** | Promote a culture of inquiry and learning. This includes activities such as formal employee professional development trainings (e.g., management training) as well as informal learning opportunities.

**Strategy 3.2.** | Invest in ICTJ's knowledge management system and capacity and promote knowledge sharing within ICTJ.

**Strategy 3.3.** | Assess and invest in ICTJ's operational functionality (e.g., operational and human resource systems, policies and infrastructure) to improve organizational efficiency.

**Strategy 3.4.** | Invest in ICTJ's fund development capacity to leverage additional resources and appeal to broader constituencies.

## Theory of Change



*Main: Student participates in a workshop around the Truth and Reconciliation Commission of Canada, in Edmonton, March 2014 (Marta Martínez/ICTJ); on left, from top: a family member of a victim of enforced disappearance demonstrates in Nepal, 2012 (Santosh Sigdel/ICTJ); a visitor at a photography exhibit in the Center for Historical Memory, Colombia (ICTJ).*

## OUR VISION FOR A CHANGING WORLD

**ICTJ's ultimate vision is of a world where gross violations of human rights do not occur. We work to ensure that, through measures of acknowledgment, accountability, and reform, the dignity of victims is recognized and respected, and measures are taken to prevent the recurrence of violations.**

We believe measures to establish acknowledgment, accountability, and reform are driven by moral and practical considerations. As a matter of principle, addressing atrocity and repression is a moral imperative, which takes seriously the dignity of victims. It is not simply a policy option.

At the practical level, ICTJ believes that dealing with systemic abuse and atrocities of the past offers society a solid basis for rebuilding trust and respect among communities and citizens, and between citizens and state institutions. In pursuing effective measures of justice and non-recurrence, ICTJ seeks to assist societies in affirming fundamental human rights and rebuilding the effectiveness of the social and institutional mechanisms that reflect and guarantee those rights.

ICTJ works with various groups and partners. First, we work with victims' groups and what we call "active social forces" (see the definition in the box on page 12). These include victims and those who seek to help and represent them, but more broadly constitute a wide community of formal and informal actors whose expertise and experience must be engaged to establish effective measures of acknowledgement, accountability, and reform. As our Theory of Change map on page 10 shows, our objective with these groups is to help to ensure that they are able to make meaningful contributions and that they have good advice on technical and policy matters in dealing with the legacy of mass atrocities.

ICTJ also works closely with state and ad hoc institutions in countries addressing massive human rights violations. We provide a range of technical advice on issues from effective consultation processes, embedded long-term placements of technical expertise, and specific advice on the creation, management, and delivery of processes, so that they understand and apply comparative experiences and coherent policy approaches and implement measures of acknowledgement, accountability, and reform.

Finally we work with a range of international actors. By this we mean states and institutions other than those from countries directly addressing the legacy of mass violations. Such groups include policy and decision makers from national governments and international institutions. Our work with these groups is to help to ensure that they have knowledge about policy and practice in the provision of measures of acknowledgement, accountability, and reform, and the related challenges, and they continue to support these objectives.

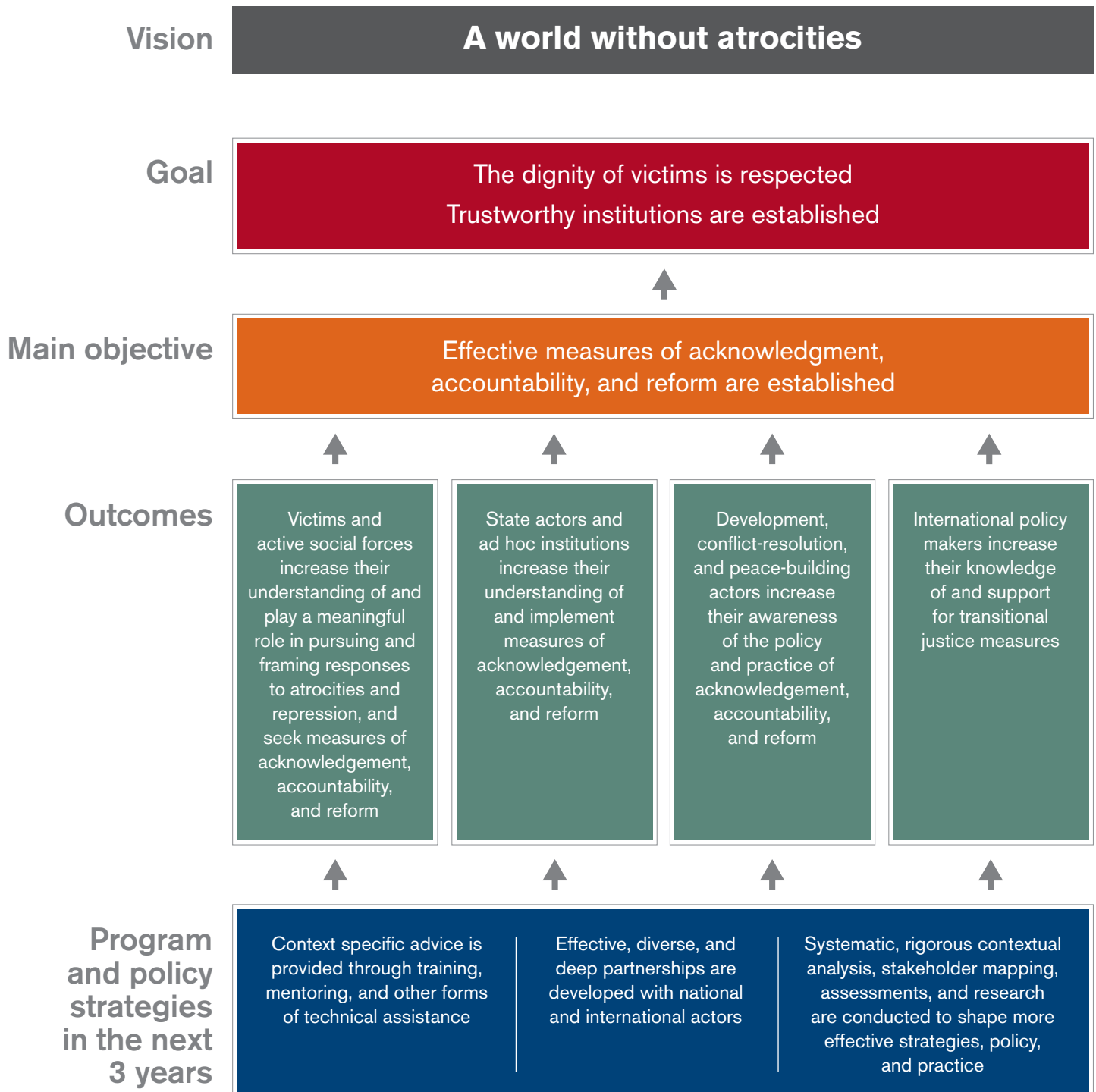
Although not our direct partners, development, conflict-resolution, and peace-building actors constitute an important group of actors whose work is essential to supporting the preconditions for pursuing acknowledgment, accountability, and reform. Indeed, without adequate development or security, societies will face serious difficulties in addressing massive human rights abuses.

ICTJ's strategy is to lead the way in assisting all of its partners, from active social forces to state actors to international policy makers, so that they understand transitional justice in terms of what works and does not work—and establish effective approaches.



*Mobile court, Fizi crimes against humanity trial, Democratic Republic of the Congo, 2011 (OSISA).*

## Theory of Change Map



## Understanding Acknowledgement, Accountability, and Reform

By transitional justice we refer to efforts to provide **acknowledgment, accountability, and reform.**

These are needed where there has been a deep and systemic failure of the state—or communities and individuals—to resolve their differences peacefully, accept their differences respectfully, and find the balance between the pursuit of individual or group interests and the overall interests of society. Thus, transitional justice approaches come to the fore where society or the state has experienced profound rupture or breakdown and seeks to move towards peace and rule of law.

This kind of credible and authoritative acknowledgement can be a crucial touchstone in the way a society comes to understand its past and reframe its approach to ensuring such violations do not occur again.

Similarly, appropriate forms of apology, memorialization, and symbolic reparations, while overlapping with accountability in some respects, are able to embrace a large number of victims as well as society generally. These kinds of processes help to affirm a commitment to ensuring that past atrocities do not reoccur. They help to promote an awareness of the rights of citizens and empower the abused and disenfranchised to claim what is theirs. They also help to implant in the body politic a recognition of what went wrong, what values need strengthening, and what practices have to be in place to ensure adequate respect and protection.

### Accountability

The term *accountability* is sometimes used in a narrow sense to refer only to the outcome of criminal justice processes. We use the term here in a broader sense. While it embraces criminal justice for individuals, including state and non-state actors, we believe that measures of reparations and truth can also be properly understood as measures of accountability. In some contexts these measures may establish the responsibility of the state for violations. Reform of abusive institutions can entail measures of accountability, including administrative penalties.

Measures of accountability must deal with hard cases in difficult times. It requires the police, prosecution, and judges (in criminal cases) to work without fear or favor to bring to justice those most responsible for violations and abuses. Reparations efforts, whether through civil, criminal, or administrative proceedings, constitute a form of accountability, for individuals or possibly the state. Investigations by commissions of inquiry, truth commissions, and some criminal investigations (short of trials) may provide information that satisfies a victim's right to the truth. All of these approaches help to affirm a renewed commitment to the rule of law, the fundamental aim and characteristic of transitional justice.



*Justice Fatmata Claire Carlton-Hanciles, former principal defender of the Special Court for Sierra Leone and ICTJ advisory board member, on election day, in Freetown, Sierra Leone, 2012 (Marta Martínez/ICTJ).*

### Acknowledgment

*Acknowledgment* of wrongdoing to victims recognizes the victims and their rights, and serves to counter denial in society. Acknowledgment can address mass violations in unique ways, including by addressing not only the violations of states but also the harmful actions of non-state actors. Truth commissions can provide credible and authoritative accounts of patterns of conduct and human rights abuses and their underlying causes, as well as provide a vision of a way forward.

## Reform

In the past, some transitional justice practitioners have treated *reform* narrowly as practices of vetting and lustration (processes to remove officials from their posts due to inappropriate past conduct). Important as these practices can be, they are only one aspect of a range of practices that take into account legal, judicial, and constitutional reform, on the one hand, and practical operational reform, on the other.

Constitutional reform is often the bedrock of a renewed society—the public expression of a new social contract. Ensuring not only that appropriate values are protected,

but that the necessary systems and structures are created to make those values real, should be among the first priorities in many transitional justice contexts. Likewise, the reform of laws and institutions will often be very high on the agenda. In addition, greater focus might be given to the possibility of “quicker wins”—for example, the reform of practices in interviews and statement taking by police can help to limit opportunities for torture or enhance capacity to respond to certain violations, like gender-based crimes. In addition, adequate oversight of police, military, and civilian intelligence is crucial to ensure appropriate standards are followed.

## ICTJ's Three Key Partners

### Victims' Groups and Active Social Forces

Victims of serious human rights abuses form ICTJ's core constituency. Their knowledge, capacity, and involvement are essential for measures to have a meaningful impact. In many contexts there are challenges in terms of victims' awareness of the context, and awareness of rights, and victims' capacity to organize, be represented, and play an active role in promoting strategies. Without discriminating among victims, we also recognize the particular challenges faced by groups marginalized on the basis of economic exclusion, race, ethnicity, political opinion, gender, and age. The term “active social forces” refers to groups and organizations—formal and informal—that can provide focus and energy

in driving forward the pursuit of acknowledgment, accountability, and reform after massive violations. It includes community-based, political, religious, and labor organizations, women's groups, the media, and professional bodies, such as bar associations and medical councils.

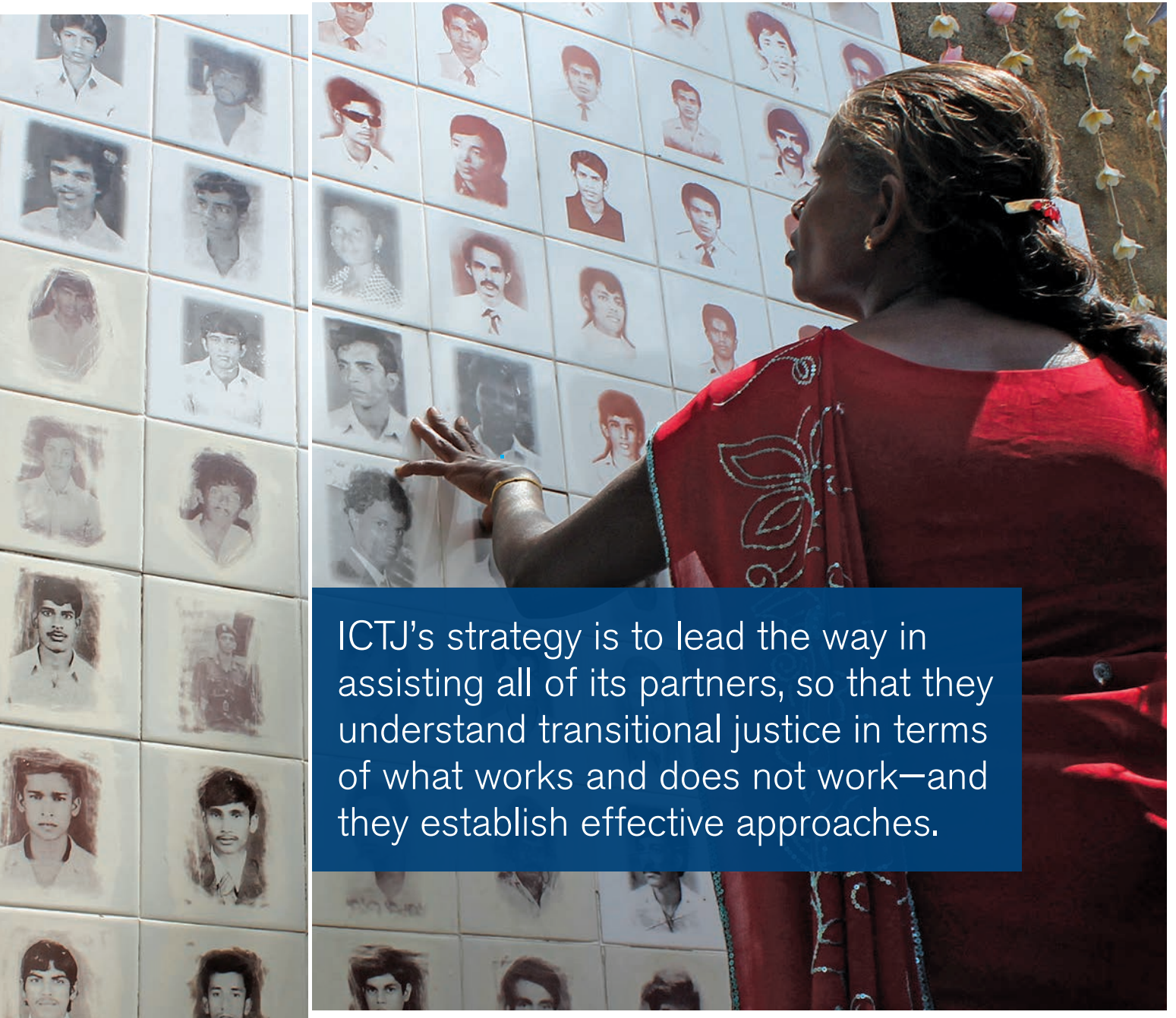
### State Actors and Ad Hoc Institutions

A great deal of ICTJ's work concerns the institutions and mechanisms responsible for implementing accountability measures. These may include government ministries, commissions of inquiry, truth commissions, and specialized agencies in prosecutions and judicial departments. Our work involves assessment, preparation, training, mentoring, advice, and assistance in varying degrees of intensity, depending on the need.

### International Policy Makers

The pursuit of acknowledgment, accountability, and reform as a core response to atrocity and repression depends in large part on key actors in the international community being aware of and engaged in various levels of principle, policy, and practice. Government officials and departments in states supporting human rights, rule of law, and good governance efforts should receive adequate support on practice and policy issues and understand clearly ICTJ's positions in seeking support for the measures it considers important.

*A woman pays tribute at a memorial to the disappeared in Raddoluwa, Sri Lanka, during a commemoration ceremony held annually on October 27 (Vikalpa).*



ICTJ's strategy is to lead the way in assisting all of its partners, so that they understand transitional justice in terms of what works and does not work—and they establish effective approaches.

**COVER**

*Main: Visitor to "The Eye that Cries" memorial in Lima, Peru (Marta Martínez/ICTJ); on right, from top: monks protesting during the Saffron Revolution, 2007 (Robert A Coles); former dictator Gen. Efraín Ríos Montt is convicted of genocide before Guatemalan court, May 10, 2013 (Sandra Sebastian/Plaza Publica); burial ceremony in the Acholi region of northern Uganda (Thomas Morley/ICTJ).*

**BACK COVER**

*Main: Mural in Capetown, South Africa (Ben Sutherland/Flickr); on left, from top: Road construction as an example of collective reparations, in Acomayo, Peru (Cristian Correa/ICTJ); survivors of Indian Residential Schools recount their experience to members of the Truth and Reconciliation Commission of Canada, and the many others gathered to witness, Winnipeg, June 16, 2010 (Canada TRC).; Nairobi police, 2014 (Tom Maruko/Corbis Images).*

