

SACTJ SACTJ

**SOUTH AFRICAN COALITION FOR TRANSITIONAL JUSTICE
STRATEGIC PLANNING RETREAT REPORT**

Dates: 21 – 23 October 2025

Venue: The Grail Centre, Kleinmond

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Version: Draft for Circulation

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Summary

From 21 to 23 October 2025, SACTJ convened its biannual strategic planning retreat at The Grail Centre in Kleinmond, Western Cape. The purpose of the retreat was to assess progress, reflect on the evolving transitional justice environment in South Africa, and map out the coalition's strategic priorities for the next two years from 2026 to 2027. Retreat participants included organisational and individuals members.

During the retreat, the coalition:

- Reviewed the organisation's mission and organisational context.
- Refined the Theory of Change (TOR).
- Developed detailed action plans for the five thematic areas of work.
- Considered SACTJ's sustainability, fundraising, membership engagement and collaboration.
- Identified key risks and challenges, such as the lack of political will, organisational capacity and resource constraints.
- Agreed on next steps, monitoring mechanisms and continuous information sharing and reporting.

This report presents a detailed summary of the retreat: the programme, deliberations, challenges and recommended way forward. It is intended to guide SACTJ's members, committees, staff and the board in the implementation and monitoring of programmes over the next two years.

Background and Purpose

SACTJ was established in 2011 as a network of seven civil society organisations bound by a Memorandum of Understanding to hold the South African government accountable to its transitional and transformative justice obligations.

In 2023, with support from the Constitutionalism Fund, SACTJ consolidated as a coalition of 12 organisations and 12 individual members. SACTJ registered as an NPO, hired staff and established ongoing projects and public presence. The coalition has a core focus on reparations for individuals and communities who suffered gross human rights violations during apartheid, but its focus also extends to accountability, memory, education, anti-torture, media and prevention and non-recurrence of human rights violations.

Given SACTJ's evolving priorities, funding shifts, and the renewed urgency and momentum in transitional justice in South Africa, SACTJ convened the retreat to ensure strategic alignment, sharpened focus and a mobilised membership for the next two years.

Profile and Context

Vision & Mission

SACTJ's vision centres on a humane world built on respect for transitional justice obligations. The mission involves collaboration among civil society organisations and individuals to promote truth, justice, reparations, memory and non-recurrence.

Membership

The coalition brings together organisations such as the Centre for the Study of Violence and Reconciliation (CSV), the Centre for Applied Legal Studies (CAL), the Foundation for Human Rights (FHR), the Human Rights Media Centre (HRMC), the Imam Haron Foundation (IHF), the Institute for Healing of Memories (IHOM), the Institute for Justice and Reconciliation (IJR), the Khulumani Galela Reparations Movement (KGRM), the South Africa Catholic Bishops Conference – Justice and Peace (SACBC-J&P), the Trauma Centre for Survivors of Violence and Torture (TCSVT) and Open Secrets (OS). Individuals can also join the coalition. Members' collective expertise spans human rights advocacy, historical research, victim support, media, memory work and litigation.

SACTJ Core Thematic areas

- Reparations: engaging with the government, victims and communities to pursue justice, reparations and redress.
- Justice & Accountability: addressing apartheid-era crimes and corporate accountability
- Torture and Disappearances prevention.
- Education & Research: preserving memory of past human rights violations, honouring human rights champions, promoting public education, documenting history and memorialisation.
- Media & Communications: raising public awareness on transitional justice, informing discourse, engaging mainstream and alternative media.

Operational Environment

South Africa's transitional justice landscape is shaped by the lasting consequences of apartheid human rights violations and ongoing socio-economic inequalities. SACTJ positions itself as the coordinating civil society actor in transitional justice, mindful that the challenges of transitional justice go beyond truth commissions to short, medium and long-term structural transformation.

Recent Developments:

Having convened its 2025 biannual strategic retreat, SACTJ is looking forward to actioning outcomes and sourcing funding for SACTJ's forward looking programmes.

Objectives of the Retreat

The retreat was convened with the following key objectives in sight:

- To define SACTJ's strategic direction for 2026-2027, aligned with its vision, mission and the evolving political context.
- To strengthen membership collaboration, visibility, operational coherence and impact across the coalition.
- To advance the coalition's five thematic areas: Reparations; Justice & Accountability; Education and Research; Media & Communications; Anti-torture and Disappearances work.
- To strengthen organisational and financial sustainability; defining the fundraising strategy and Theory of Change,
- To enhance partnerships and networking among members, victims' groups, civil society, government, academia, media and funders.
- To develop concrete programmes and two-year action plans for each committee aligning to potential funders.

Expected outcomes include:

- A strategic framework report for 2026 to 2027.
- Committee action plans with timelines, budgets and responsibilities.
- Clear accountability and monitoring mechanisms.
- Strengthened membership engagement with clear roles and expectations.
- A communications and public engagement plan to raise SACTJ's profile, influence and impact.

Methodology and Structure of the Retreat

The design of the retreat combined interactive plenary sessions, thematic committee break-away discussions, group reporting and consensus-building decision making. The methodology emphasised participation, reflection, honest diagnosis of challenges, and co-creation of forward-looking plans.

Structure:

- **Day 1 - 21 October 2025:** Opening plenary: Delivery of strategy framework report by the ED highlighting reflection on the coalition's mission, finances and current context. Discussion on media & communications and Theory of Change (TOR).
- **Day 2 - 22 October 2025:** Recap of Day 1. Committee breakaway sessions: Reparations, Education & Research, Media & Communications, Anti-Torture & Disappearances. Report backs from breakaway discussions. Plenary on membership strengthening and fundraising.
- **Day 3 - 23 October 2025:** Treasurers report, Justice and Accountability report by FHR, plenary on key programmes, fundraising, roadmap for implementation and review, closing reflections, agreement on next steps, labyrinth walk and group photograph.

Throughout the retreat, sessions were facilitated to ensure that each committee went beyond brainstorming to produce draft action plans. Discussions on sustainability were linked to strategy and resource requirement and membership, communication, coordination and cooperation were not treated as side-issues but as central to SACTJ's efficacy.

Materials distributed during the retreat included the draft TOR, Media & Communication's Policy and Strategy documents, SACTJ's Newsletter Issue 1 and minutes of meetings with the DOJ & SACTJ. Participants were encouraged to review the documents prior to and during the retreat, enabling deeper engagement.

Overview of Sessions

Day 1: 21 October 2025

Opening & Strategic Framework

The retreat opened with a welcome by SACTJ's executive director, Shirley Gunn, on behalf of SACTJ chairperson, Naefa Kahn, followed by a brief overview of the coalition's history and achievements. Participants interrogated the strategic framework, reflecting on what has and has not worked, and what needs adaptation for the next two-year period.

Key discussion points included the:

- Imperative to revisit the coalition's positioning in the ever-changing donor, government and civil society environment.
- Recognition that while SACTJ has achieved some visibility, it needs to deepen impact by shifting from awareness to measurable outcomes, such as policy change, reparations delivered and memory preserved.
- Acknowledgement that SACTJ's funding and sustainability is paramount, within a donor landscape that is shrinking and becoming highly competitive, emphasising the need to diversify SACTJ's funding base and strengthening information sharing.
- Promoting partnerships to enhance collaboration with victim organisations, academia, think-tanks, media, and government, avoiding duplicating of efforts.

Media & Communications Policy and Strategy

Participants discussed SACTJ's communications policy and strategy to strengthen the voice of the coalition, and to position transitional justice in public discourse, while maintaining visibility beyond anniversaries, commemorative days and events.

Agreed actions include:

- Developing a media calendar aligning with key transitional justice dates, actions, objectives in South Africa and globally. Examples include: 26 June - International Day for the Victims of Torture and 29 October, the date the TRC report was handed over to President Mandela in 1998.
- Enhancing SACTJ's digital presence; updating the website, improving social media engagement.

- Strategic partnerships with media outlets and journalists specialising in transitional justice, human rights and social justice. SACTJ will develop an updated database with contact details of media outlets and journalists; FHR to share their list as a starting point. Social media influencers will be approach that are profiling issues and challenges South Africa is facing.
- Producing tailored communications for different audiences, namely, policymakers, victims, youth and the public at large.

Theory of Change (TOC)

Shirley Gunn introduced a draft Theory of Change as a visual and narrative framework linking SACTJ's inputs, activities, outputs, outcomes and short, medium and long-term impact. Participants reviewed and revised the draft, agreed and emphasised that:

- Mobilisation and victim-centre engagement *are* essential preconditions for accountability and reparations.
- The TOR demonstrates SACTJ's work as survivor centered and trauma informed in design and application.
- The visibility of measurable outcomes will strengthen the coalition's credibility.
- The TOR needs to reflect both national and global dimensions (given SACTJ's membership and partnerships) and different pathways (advocacy, litigation, education, memory).
- Indicators for monitoring progress should be incorporated.
- SACTJ's focus should be expansive and not focused only on the DOJ&CD but other key political actors and government ministries.
- The TOR diagramme needs to be in a detailed narrative written form to aid clarity and understanding. When sharing the TOR diagramme, it should be accompanied by the narrative explanation.

Day 2: 22 October 2025

1. Committee Breakaway Sessions

Each of the five committees met separately to review current status, set priorities and draft two-year action plans (2026-2027). Highlights include:

Reparations Committee (RC)

The RC focused on the following issues:

1. Funding and available resources. There is urgency to obtain further financial support to pursue the reparations agenda and objectives of the SACTJ.
2. Engagement and Relationship with DOJ&CD: Months after the SACTJ and DOJ&CD meeting in July 2025, DOJ&CD proposed a schedule of dates for future meetings to facilitate coordination around the Reparations agenda. The schedule however has only one confirmed date for the 28 November 2025 and the next two meetings are scheduled in May and

November 2026. Members shared their frustration around the lack of commitment of DOJ&CD, their lack of urgency and ongoing delays.

Questions were raised as to whether SACTJ is engaging with the right persons within the DOJ&CD. SACTJ must engage with the decisions makers, not the technocrats. The reparations agenda is political and requires engagement with political heads to affect progress. SACTJ will engage the Parliamentary Portfolio Committee on Justice and Constitutional Development to escalate the Reparations agenda at a political level. FHR will arrange the meeting with the Portfolio Committee and SACTJ. Advocate Varney memo on the closed list will be used as a resource to highlight the irregularities of the closed list of victims.

3. Litigation against the DOJ &CD: To pursue litigation, SACTJ must prove that it has exhausted all avenues with DOJ to pursue holistic delivery of reparations. A detailed report is needed that outlines all engagements with DOJ&CD tracking dates, minutes of discussions, and outcomes of commitments made by the DOJ&CD. Additionally, it was suggested that prior to any litigation process, the SACTJ must agree on the purpose of the litigation and determine the strategy to undertake the tasks. SACTJ will approach Pro Bono firms to provide support and advice on the proposed litigation agenda and determine what would be relevant in law.

4. Follow up on SACTJ's PAIA application with CALS' support for the DOJ&CD's community reparation programme. The DOJ&CD's IDT report on community reparations to be pursued through a PAIA application.

5. Community-led reparations dialogues in historically disadvantaged communities (rural and township contexts).

7. A mapping exercise of reparations claims that have been paid to date. Explore barriers to access for those who have not been paid. SACTJ to support strategic advocacy for payment of the reparation.

Education & Research Committee (E&RC)

The E&RC will utilize education as a tool to imparting knowledge to relevant stakeholders through research and information and knowledge sharing. The E&R Committee will focus on engaging youth on content and information that addresses TJ priorities in South Africa including the unfinished business of the TRC.

A number of activities and initiatives were discussed by members but, due to human and financial resource constraints, the following activities will be prioritised:

1. The Legacy Lecture Series: the first lecture will profile the life of Mary Burton in March 2026 from the Constitutionalism Fund grant. Yasmin Sooka will be approached to deliver the lecture, offered as a hybrid event to expand access and engagement. In collaboration with the Media and Communications Committee, a strategic media campaign will be developed prior, during and post the legacy lecture, branded as a flagship SACTJ project.

The E&R Committee will develop a project concept note and budget for 2 years, hosting additional legacy lectures as part of the proposal.

2. Transitional Justice training: SACTJ will conduct the training course in the second half of 2026 or in 2027. Through its networks and members, SACTJ will identify partners and provide a training programme offering lessons and experiences from South African and African and global fora. Coordination, cooperation and partnerships between member organisations and TJ networks is important to avoid duplicating efforts.

3. TJ resource platform: SACTJ will consolidate a list of relevant TJ resources and literature. The resources will be accessible on the website via links.

4. Review of current history curriculum in schools: Members expressed concern around the selective way history is taught in schools. The E&R Committee will meet the Department of Basic and Higher Education to review and improve the current curriculum.

Sufiya Bray confirmed her availability to serve as the E&R committee's chairperson.

To Action:

- FHR / SG to contact Yasmin Sooka to deliver the Legacy lecture on Mary Burton.
- The E&R Committee will invite more SACTJ members to be serve on the committee soon, to plan and coordinate the upcoming Legacy Lecture.
- Members to provide a list of relevant resources and literature that can be included on the SACTJ website.
- Arrange bilateral meetings between SACTJ, universities and research facilities offering courses on transitional justice. Identify opportunities to partner and contribute to the discourse.

Media & Communications Committee (M&CC)

The Draft Media and Communications Policy and Strategy was adopted at the retreat with 9 of 11 members present.

It was proposed that:

- The coalition's communication ecosystem be revisited: internal and external.
- There be thematic media campaigns, for example Disappearances, Reparations, Accountability led by SACTJ committees and supported by the M&CC.
- Roles are clarified: SACTJ manages the central platform; members contribute content and links to networks; committees coordinate messaging.
- There is a need for a two-year plan and communications budget.
- Need for engagement with Corporate Social Investments(CSI) for campaign support.

Anti-Torture & Disappearances Committee (AT&DC)

- Emphasised the need to link anti-torture advocacy with the broader transitional justice agenda of remembrance, psychosocial support, reparations and prevention.
- Proposed stronger engagement with regional bodies such as the African Union, and the Southern African Development Community to will launch an awareness campaign on 26 June 2026 marking the International Day in Support of Victims of Torture.

Approved Committee Action Plans: 2026-2027

The five committees chairpersons will formulate a detailed two-year action plan by the end of January.

No	Action/Activity	Committee	Timeline
1	Legacy Lecture	Education	March 2026 (TBC)
2	Resource Hub/Research database	Education	November 2025-March 2026
3	TJ Training	Education	TBC end 2026
4	Sensitization campaign on TJ	Media and Comms	March 2026
5	#G20ReturntheProfits Campaign	MEDIA and Reparations	November-December 2025
6	Litigation strategy and agenda	Reparations and Board	April 2026
7	Calendar of key dates for 2026	SACTJ staff	December 2025
8	Podcasts series - AU decade of Reparations	Reparations & Media	December 2025-May 2026
10	Solidarity statements: Palestine, Sudan and others	Secretariat and Media	As required
11	Quarterly newsletters	Media and staff	ISSUE 2 Dec 2025
12			

Justice & Accountability

FHR is currently providing legal support to 25 families pursuing justice for apartheid-era crimes. The purpose is to either proceed with the cases to litigation or to facilitate an inquest process for the families. Cases FHR is currently working on include:

- Nokuthula Simelane: the inquest process is still underway.
- COSAS 4: The case has faced repeated delays but is scheduled to begin in Johannesburg courts by 26 July 2026.

- Caiphus Nyoka: the trial was concluded in September. Closing arguments are expected in November and judgment scheduled for December 2025
- The Cradock Four: The case concludes at the end of November 2025 and criminal prosecution is possible. There is a potential undertaking for strategic litigation due to the States denial of upholding the victims' right to justice and providing adequate recourse. A request for Constitutional damages will be made.
- Highgate Massacre: Judgment is expected in December 2025.
- Anton Fransch and Ashley Kriel's cases cannot be prosecuted. An inquest for both victims can be made.

Questions were raised on the coalition's role in including corporate accountability as part of the justice and accountability mandate. Members recognize overlapping mandates with other organisations and stressed that SACTJ's value is coordination and supporting victims rather than direct litigation.

2. SACTJ Membership and Partnerships

- A Review of the SACTJ's membership is needed to identify potential new members and partners whose objectives and values align with those of the SACTJ.
- Partners are not SACTJ members but partner with initiatives that align with SACTJ strategic priorities for 2026 and beyond. District Six Museum was identified as a partner pertaining to the land reform in South Africa.
- To strengthen cooperation and coordination between members, it was suggested that partners submit regular quarterly reports that outlines updates on key TJ activities that were undertaken, planned activities, and opportunities for collaboration with members. A simple template or google drive form will be developed to streamline reports.
- SACTJ to develop an orientation pack for new members. Members to share best practices at the Annual General Meeting to inspire and strengthen member cohesion.
- Peer-learning, mentoring and cross learning from one organisation to the next was proposed to strengthen capacity and deepen practice.

3. Fundraising & Organisational Sustainability

- Shirley presented the overall financial status of SACTJ on behalf of Desire Jackson, SACTJ 's finance officer.
- SACTJ has modest overheads but increasing demands require proactive fundraising.
- SACTJ has developed a detailed list of potential funders. Members cautioned that the list must be vetted to ensure that funding is sourced from partners and donors that are morally and strategically aligned to the values and goals of the coalition.
- Donors will be divided into those providing sustainable funding and those only providing project funding.
- A comprehensive fundraising strategy will be developed that includes donor mapping, value proposition, communications and donor stewardship. The strategy will guide the SACTJ in formulating funding proposals.

- The need for transparent financial management systems was reinforced, including risk mitigation and contingency reserves.

Day 3: 23 October 2025

Consolidation of Plans and Way Forward

13-month Action Plan (November 2025-December 2026)

November-December 2025	Finalize the Strategic Planning Report	Sufiya, Avu, Nande and Shirley
	RC meeting: reply to communication of DOJ&CD and processes for litigation.	Annie and Shirley
	Board engagement on above matters	Shirley
	Finalize the PBO submission to SARS	Shirley and Avu.
	Review / Edit letter of intent to potential donors	Shirley and Avu
	Attendance at Constitution Fund convening – request to ringfence R300 000 for litigation.	Shirley and Avu
Dec 2025	Develop TOR narrative and diagramme, circulate to all members	Shirley
	Finalize speaker to deliver Mary lecture	Zaid and Shirley
	Legacy Lecture - planning meeting with E&RC.	Shirley, Avu, Haroon and Sufiya
	Short documentary on Mary Burton	Haroon
	SACTJ Meeting with KGRM at Con Hill	Shirley, Avu and SACTJ members in Johannesburg.
	Office closes on 19 December 2025	
January-March 2026	Develop and implement fundraising strategy	Shirley and Avu plus additional members
	Plan and execute the Legacy lecture	Shirley, Avu and E&RC

End January	Committee chairpersons to present two-year plans: objectives, activities, timelines, budgets and monitoring indicators.	Haroon (M&CC), Sufiya (E&RC), Annie (RC), Shirley (AT&DC)
April-May 2026	Ongoing Fundraising	Shirley, Avu and fundraising team
	Wrap of Constitutionalism Fund - audit and reporting	Shirley and Finance team
	Draft contracts for Avu, Nande and Shirley	Shirley
June-September 2026	Operationalise the strategic planning report	All committees
	Ongoing Fundraising	Shirley and fundraising team
August to October 2026	Hybrid AGM	All members to prepare reports.
November 2026 to 2027	Programmes incorporated in Committee plans to be added as an addendum to this report in Feb 2027	Ongoing fundraising SACTJ board and committees

Financial & Resource Planning

SACTJ will focus on project-based funding in 2026 and also seek longer-term operational funding using the SACTJ fundraising framework as a guide.

Closing Reflections

Members valued the tranquil Grail Centre environment for reflection, strategising, and member cohesion.

Emerging Themes and Challenges

Political Deadlock: Despite commitments, DOJ&CD 's responsiveness to holistic reparations is absent. This demands sustained advocacy, evidence-based strategies and a clear litigation strategy.

Resource Constraints: Member organisations are stretched. Funding decline and competition are concerns. SACTJ needs an aggressive fundraising strategy to support the ongoing work of the coalition.

Coordination vs Duplication: SACTJ will avoid duplication by ensuring clarity of members' areas of operation and taking advantage of its collective power.

Visibility & Public Engagement: While SACTJ has established a web presence, converting visibility to influence policy and public mobilisation is a work in progress that is guided by the Media and Communications Strategy and Policy.

Youth & Victim Participation: Youth and survivors / victims' centrality to the coalition's work is imperative and challenging, requiring tailored approaches, resource allocation and relevant engagement.

Monitoring & Evaluation (M&E): SACTJ must transcend activity-led planning to outcome-led planning with defined indicators, baselines, data collection and reporting.

Organisational Resilience: SACTJ must maintain its strong governance structure, continue to improve information-sharing and cohesion across membership, in the face of internal and external change.



SACTJ Members and staff who attended the Strategic Planning Retreat on the 21st of October to the 23rd of October at the Grail Centre in Kleinmond.

Annex A: Official Retreat Programme



SACTJ STRATEGIC PLANNING RETREAT OBJECTIVES, OUTCOMES AND PROGRAMME

21 to 23 October 2025

The Grail Centre, Kleinmond

Objectives of the Strategic Planning Retreat

- Define SACTJ's strategic direction for 2026 to 2027.
- Strengthen membership collaboration, impact and visibility.
- Advance SACTJ's key thematic areas: reparations, anti-torture & disappearances, justice & accountability, education, memorialisation & research, and media & communications.
- Strengthen SACTJ's sustainability.
- Strengthen networking.

Expected outcomes of the Strategic Planning Retreat:

- Strengthened committees with viable action and programmatic plans with funding potential.
- Strengthened SACTJ membership through growth and engagement strategies.
- Clear direction for 2026 to 2027.

Participants: We have 22 confirmations.

Meals: Halaal Catering is outsourced: SACTJ is providing 2 breakfasts, 2 lunches and 2 suppers. SACTJ will provide tea, coffee, sugar and milk in the cottages and lunch at Peregrine Farmstall on 21 October.

Facilitation: Members will be responsible for facilitation and the writing up report.

Away from home Honouraria. Each participant will receive R200 for nights away from home.

PROGRAMME

Day 1: 21 October

Plenary Session 1: Opening & Welcome

16h00 to 17h00: Delivery of and discussion on strategic framework document

Plenary Session 2:

17h00 to 18h00: Current TJ context (Expert Input) with discussion

18h00 to 19h30: SACTJ's Theory of Change discussion / Media and Communications Policy and Strategy discussion and adoption.

19h30 Supper : Hot meal in the dining room

Day 2: 22 Oct 2025

Voluntary: Walk or swim before breakfast.

08h00: Breakfast in the dining room

09h00: Plenary 1: Recap of Day 1 and assignment to breakaway key thematic areas

09h30 to 12h00:

Reparations: Engagement with DOJ&CD, strategy and advocacy.

Education, Memorialisation & Research: Legacy Lectures (March 2026), academic collaborations, research topics, TJ training course (March, April, May 2026)

Media & Communications: Strengthening public profile, media partnerships and CSI support

Anti-Torture and Disappearances: Advocacy programme

Justice and Accountability: The way forward.

12h30: Winter Lunch

14h00 Plenary 2: Report Backs from 5 Committees with discussion

15h30 Plenary 3: Strengthening Membership

Interactive discussion on engaging members, TJ training and capacity building, bringing on board new members: organisational and individual.

16h30 Plenary 4: Fundraising for projects

18h00 Supper: Braai

Day 3: 23 Oct 2025

Participants to pack and vacate rooms and leave bags at entrances of cottages.

08h30 Breakfast: hot

09h30: Recap of plans for the next two years: Five committee chairs to present plans consolidating inputs from plenaries for 10 mins with 10 discussion.

12h00: Finance Committee report back by SACTJ treasurer

13h00 Light lunch before participants leave the Grail Centre.

Annex B: List of retreat attendees

Shirley Gunn	Executive Director SACTJ
Avuyile Bongco	Administrative Coordinator SACTJ
Nande Mbekela	Media and Communications SACTJ
Cathy-Ann Potgieter	Centre for the Study of Violence and Reconciliation – Reparations Committee Chairperson
Tsholofelo Nakedi	Centre for the Study of Violence and Reconciliation
Zaid Kimmie	Foundation for Human Rights
Sesetu Holomisa	Foundation for Human Rights
Felicity Harrison	Institute for Justice and Reconciliation Additional Board Member
Raaesa Pather	Open Secrets – Deputy SACTJ Chairperson
Philani Mkhize	South African Catholic Bishops Conference Justice & Peace
Rutendo Nyaku	Human Rights Media Centre
Haroon Gunn Salie	Human Rights Media Centre Media and Communications Chairperson
Naefa Kahn	Human Rights Media Centre SACTJ Board Chairperson
Judy Seidman	Khulumani Galela Reparations Movement Additional Board Member
Nomarussia Bonase	Khulumani Galela Reparations Movement
Marguerite Holtzhausen	Trauma Centre for Survivors of Violence and Torture
Hazel Tau	Individual member – SACTJ Treasurer
Sufiya Bray	Individual member – Education & Research Committee Chairperson
Lulama Mdyaka	Centre for Applied Legal Studies

Annex C: Report presented by SG day 1



SACTJ Strategic Framework compiled by Shirley Gunn and Naefa Kahn

Day 1 - 21 October 2025

Status of SACTJ finances

Currently, SACTJ has one funder, the Constitutionalism Fund that covers activities till May 2026.

SACTJ has R6 817.45 in the main account and R12 382.00 in the sub account that holds membership fees. There is R928 040.57 in the 48-hour accelerator account. From February to September 2025 interest accrued was R48 040.57 but interest will decrease as we transfer funds to the main account to cover monthly costs.

From November 2025, SACTJ has a separate lease agreement with Community House totaling R4 404 monthly for office space in suite 203 and for one parking bay. With rental included, SACTJ's monthly expenses total R62 704 000.

Constitutionalism Fund activities to be delivered by end May 2026 include: the strategic planning workshop, TJ training course for our members, committee

activities aimed at strengthening SACTJ, and litigation. The projected costs of the strategic planning retreat is roughly R97 000.

The Constitutionalism Fund has a final convening and farewell dinner in Johannesburg on 29 to 30 October 2025. Avuyile and I will be attending.

SACTJ does not have a PBO number as yet. Our tax number is 9122828289. The last hurdle is the submission of an updated address form. I will submit the lease agreement to SARS on Friday, 24 October.

Fundraising is our priority. We have prepared a fundraising document that was shared with the Finance Committee and the Board to date.

Some funders require applicants to have a PBO number. Others require the organisations Theory of Change (TOR). Our draft TOR will be discussed and approved at the Strategic Planning Retreat.

The programme will be adopted at the start of the retreat. Sessions will be moderated by members. Nande Mbekela will assist with the audio recording of plenary sessions. Flipchart paper will be provided for rapporteurs to capture breakaway discussions. Sufiya Bray, Rutendo Nyaku and Avuyile Bongco are responsible for the report. Haroon Gunn-Salie offered to assist with creating a virtual platform.

SACTJ is reserving R300 000 for litigation, R501 632 for salaries and rental for 8 months - Oct 2025 to May 2026. The balance of R126 408.57 remains for the Human Rights event and the training course. This excludes interest accrued on our 48-hour accelerator account. We will ask the Constitutionalism Fund at the convening if we can hold over the litigation amount beyond May 2026.

SACTJ Committees: SACTJ committee work is the life blood of the SACTJ. Three are functioning: The Reparations Committee (RC), the Finance Committee (FC) and the Media and Communications Committee (MCC). The Accountability, the Education Committee and the Anti-torture and Disappearances Committees require our consideration at the Strategic Planning Retreat as do the other three committees.

The Reparations Committee (RC): Cathy-Anne Potgieter is the RC chair.

The AU has declared that reparation for colonial and slavery for a decade: 2025 to 2035.

The first meeting with DOJ&CD post the October Reparations Conference in 2024 was in Pretoria on 16 July. Howard and Hugo attended virtually, and Christopher, Avuyile, Judy, Nomarussia and Shirley attended in person. The meeting was productive. SACTJ asserted the need for progress regarding the setting up of the two committees. The DOJ is unable to fund meetings, and they proposed, for their

convenience and ease of coordination, that meetings are held in Pretoria. CALS and FHR have offered their offices for meetings.

SACTJ minutes were shared with DOJ on 18 July. DOJ’s minutes were received on 8 September 2025: the two sets of minutes are aligned. The RC will receive the research report from the CALS in the third week of October. The RC has one week to review it before it is sent to DOJ&CD by Friday 31 October.

Shirley received notice from Lufuno Mmbadi of DOJ&CD’s meetings schedule on Friday morning 17 October that she shared with the RC before the meeting on Friday afternoon to review at the Strategic Planning Retreat.

DEPARTMENT OF JUSTICE AND SACTJ MEETING SCHEDULE

Meeting Dates	Meeting Platform	Meeting Time
28 November 2025	Virtual platform	14:00-16:00
May 2026- date to be confirmed	Virtual platform	To be confirmed
November 2026- date to be confirmed	Virtual platform	To be confirmed

The RC resolved to raise concerns regarding the DOJ&CD’s lack of urgency and commitment to the process at the forthcoming Strategic Planning Retreat and to finalise its formal response by 24 October.

The RC affirms that SACTJ should not abandon litigation while engaging with DOJ&CD on the work of the two committees. 29 October 1998 is the date that the TRC report was handed over to President Mandela. This historic date provides an opportunity for SACTJ to highlight progress, or lack thereof.

The Media and Communications Committee (MCC):

There have been three MCC meetings on 24 July, 7 August and 20 October. The first two meetings dealt exclusively with the Media and Communications strategy and policy, which are ready for final discussion and adoption at the strategic planning retreat. The meeting on 20 October 2025 was to prepare for the retreat.

Gerlinda Vassen handed over the website on 26 August to Nande, Avu, Haroon and I.

Nande released SACTJ Volume 1 Issue 1 designed on Canva on 1 October. She has set up LinkedIn, Instagram and X accounts for SACTJ and has shared a few news interactions.

Finance Committee (FC):

The FC recently got off the ground. The members are those with fiduciary responsibility: Desire Jackson, Felicity Harrison, Hazel Tau and Shirley. Avuyile compiles the minutes. The per diem rate for nights away from home is R200 per night and AA travel rate that SACTJ adheres to is R4,95 per kilometer was agreed on. The FC will meet on a regular basis.

There are still outstanding issues with FNB. Felicity and Shirley remain the current account administrators. Hazel must be added as an administrator, and Thozama Njobe must be removed from the account.

Education Committee (EC):

To revitalise the EC, Shirley has proposed that we host annual Legacy Lectures. The first lecture, planned for March 2026, will focus on Mary Burton, who has expressed her support for the idea. We now need to identify a suitable person to deliver the lecture. The board is supportive of this initiative. Members' thoughts and suggestions are welcome.

As part of our CF proposal, we have also included Transitional Justice training for 2026. Please indicate your interest in participating and share any specific topics or areas you would like incorporated into the training programme.

The EC also requires the appointment of a Chairperson.

Lastly, it is worth noting that the EC's scope of work extends to include memorialisation initiatives.

Members:

Sufiya Bray, a former CSVN staff member, has recently joined as an individual member. We extend a warm welcome to Sufiya.

Four members have paid their membership fees for one year. Should we consider generating annual membership renewal reminders?

There is a need to strengthen member engagement and ensure active participation. The membership document requires revision, and members should be encouraged to submit updated CVs and short motivational statements. Similarly, organisational members should provide a motivation supporting their continued membership.

Annex D: Draft Theory of Change diagramme

