



# 2017

ANNUAL REPORT



**IJR**  
THE INSTITUTE  
FOR JUSTICE AND  
RECONCILIATION





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## VISION

*Building fair, democratic and  
inclusive societies in Africa*

## MISSION

*The Institute for Justice  
and Reconciliation enables  
African and global  
communities to promote  
reconciliation and to apply  
human-centred approaches  
to socio-economic justice*

### **PUBLISHED BY**

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# The annual report 2017

This report provides an overview of IJR's work in 2017. It is a snapshot of our interventions and efforts to build fair, inclusive and democratic societies. This year we took a different approach to showcasing the year past. The following pages offer interesting analyses of the work contained in our 2017 – 2020 strategy (summarised in the graph below). We are proud that the seeds have been sown for our strategy to take root in the communities we serve.

**Enjoy the read!**  
Your IJR Annual Report team

## IJR 2017 – 2020 STRATEGY

### BUILDING FAIR, DEMOCRATIC AND INCLUSIVE SOCIETIES



#### Regional reconciliation

Transitional and victim-centred justice and reconciliation

Restoring human dignity and bottom-up reconciliation

Racism, social cohesion and inclusion

Socio-economic justice (inclusive development)



1

#### RESEARCH AND ANALYSIS

To provide quantitative and qualitative evidence to inform the positions IJR takes

2

#### DEEP AND SUSTAINED DIALOGUE

To facilitate deep and sustained conversations on critical issues that are transformative, problem-solving and inclusive

3

#### MOBILISATION, TRAINING AND EMPOWERMENT

To facilitate skills development and the exchange of knowledge and insight, to empower and mobilise communities to drive justice and reconciliation processes

4

#### COMMUNICATION AND ADVOCACY

To engage in a relevant way that informs, advocates and sets the agenda for justice and reconciliation

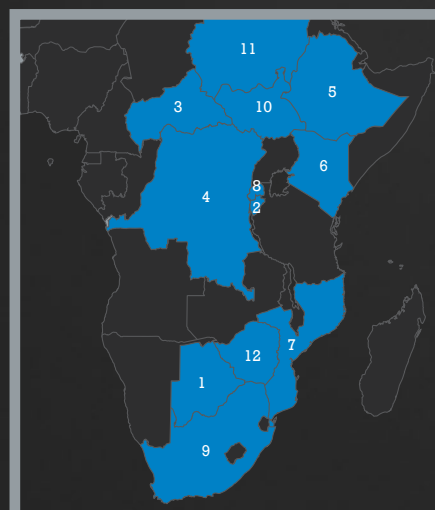
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#### OPERATIONS

To continuously improve fair and transparent practices that guide processes, policies and operations

To ensure internal efficiency and financial sustainability

#### IJR'S GEOGRAPHICAL FOOTPRINT



1. Botswana
2. Burundi
3. Central African Republic (CAR)
4. Democratic Republic of Congo (DRC)
5. Ethiopia
6. Kenya
7. Mozambique
8. Rwanda
9. South Africa
10. South Sudan
11. Uganda
12. Zimbabwe

#### AB COUNTRIES

South Africa

Lesotho

Swaziland

Namibia

Botswana

Zimbabwe

Mozambique

Mauritius

Zambia

Malawi







## REFLECTING ON 2017 THROUGH THE PRISM OF **THE IJR's 2017 – 2020 STRATEGY IS INSTRUCTIVE**

The world saw continued political upheaval in the wake of populism's rise globally. Militant extremism and backsliding democracies characterised the continent, and there were conflicts in South Sudan, Mali and Central African Republic (CAR). Nationally, we saw cabinet reshuffles, the ANC's elective conference, private sector corruption scandals, ongoing state capture, the Life Esidemeni tragedy, gender-based violence and ongoing racial animus. The drought in Cape Town featured prominently.

These flashpoints, a few of many, reinforce the importance of IJR's work on anti-racism, the inclusion and social cohesion in South Africa, together with socio-economic justice. With rising inequality, our ability to ensure people have access to economic rights becomes more and more important. Continental and global developments point to the importance of regional reconciliation; how national and regional futures

are interdependent. This is no better exemplified by the dynamic relationship between and within South Africa and Zimbabwe, especially with the latter's re-entry into the international fold. And as societies – from South Sudan to the Cape Flats – change and adapt, we are reminded again of the importance of transitional and victim-centered justice and the value of human dignity. To these lenses, the IJR adds the mainstreaming potential of gender justice and youth as enabling drivers of its justice and reconciliation building works, all of which I can proudly say forms part of the IJR's strategy.

The IJR has many years of successes in justice and reconciliation and its strategy 2017 - 2020 shows me that it has a renewed sense of purpose to drive social justice and inclusive, democratic societies. This regenerative spirit of soul, mind and organisation gives the team new vigour to tackle seemingly intractable

challenges in different ways. The IJR has used this energy to cement existing partnerships and build new ones. This revitalisation makes it possible to explore sustainable fields in which to play, making sure that the IJR and its partners go far.

Social justice is not a destination. I hope that the IJR team will continue to strive for its ideals, and, no matter how dark the politics of the far right (and left) become, that its sense of purpose to achieve good prevails, if for no other reason than we who fight for social justice simply cannot afford the luxury of despair. Thank you to the IJR Board, its management team and staff for their hard and committed work.

**God Bless You.**

*Archbishop Emeritus Desmond Tutu  
Hermanus, South Africa*



## CHANGE OUR BEHAVIOUR IN THE NAME OF HUMANITY



Having chosen to start my foreword with a poem, I sought one that would entice readers to read carefully, think hard and, hopefully, respond to the power of the poet's message to change our behaviour in the name of humanity.

The poem is 'Caravel' by JC Squire:

*There was an Indian, who had known  
no change,  
Who strayed content along a sunlit  
beach  
Gathering shells. He heard a sudden  
strange  
Commingled noise: looked up; and  
gasped for speech.  
For in the bay, where nothing was  
before,  
Moved on the sea, by magic, huge  
canoes  
With bellying cloths on poles, and not  
one oar,  
And fluttering coloured signs and  
clambering crews.  
And he, in fear, this naked man alone,  
His fallen hands forgetting all their  
shells,  
His lips gone pale, knelt low behind a  
stone,  
And stared, and saw, and did not  
understand,  
Columbus's doom-burdened caravels  
Slant to the shore, and all their seaman  
land.*

Today, Columbus is remembered for linking the 'old and new worlds in an unequal and exploitative relationship, in which one set would come to dominate the other politically, culturally and economically'.

What followed was the decimation of the indigenous people, who were exposed to diseases such as smallpox, measles and influenza. They were also abused physically, enslaved and exploited. Many died. Later it was much the same for most of Africa, especially sub-Saharan Africa.

From the aspect of humanity, the following would not have happened to the vast majority of indigenous people if love and care would have been at the forefront of the encounter. Instead of opening the doors for education to learn what both groups had to exchange with one another, the indigenous people were cast aside, often wiped out. The impact of that on the vast majority of the indigenous people haunts us still and perhaps forever. What is the impact?

- Poverty
- Majority excluded from political and economic participation
- Subjugation, segregation and domination
- White supremacy
- Minimal industrialisation and limited investment in industrial infrastructure
- Limited access to new and high-level knowledge (research, science, maths)
- Limited access to global engagements, new challenges, international languages
- Limited participation in innovation and change.

It has been argued that we may well be the last generation that can prevent a population crisis of runaway poverty, malnutrition, and restricted economic growth, shortages of primary healthcare services, housing and education worldwide. This generation must bring back the concept of humanity, a concept that speaks of love, care and decency. It must also accept that hope must be followed by action and that the best knowledge available must be used, while better knowledge is being sought.

Every generation has the burden of making sense of its social and natural environments. It must try to understand the past and project itself into the future if it is to survive. This is, by definition, the work of non-governmental organisations (NGOs) such as the IJR.

Thank you to the Board and staff for being committed to the vision of the IJR of building fair, inclusive and democratic societies. I am proud to be the chairperson of the IJR, which has in 2017, once again, excelled in its contribution to justice and reconciliation in South Africa and many other places on the African continent.

*Prof Brian O'Connell*  
Chairperson of the Board of the IJR





## THE IJR DOES NOT SHY AWAY FROM CRITICISM OF THOSE IN POWER

The year 2017 has been a defining year for the IJR. While continuing to execute on its mandate to promote free, democratic and inclusive societies across Africa, it also started to implement its new organisational strategy and align its structures accordingly. As before, the Institute made use of every opportunity to consolidate its work across the continent. It also spent much energy and time recalibrating its response to the rapidly changing, increasingly volatile global environment.

As our environment changes, we continuously must adapt. Our new strategy reflects these new realities, characterised by a retreat into toxic nationalisms and polarised, parallel universes that undermine the global community's ability to address perennial hotspots such as Syria, Iraq, Somalia and South Sudan. In South Africa, where the IJR is based, society has had to contend with serious challenges such as stagnant growth, rising unemployment and social discontent, as poverty levels, after many years of decline, have started to rise again. While there are distinct structural causes for our developmental challenges, the economy's current flagging fortunes could have been averted. Inept governance and the brazen plundering of state assets have thrust it into a downward spiral that will take many years to reverse. These material and social pressures in South Africa and abroad have strengthened the hands of those who

thrive on divided societies, where citizens have lost their collective power to oppose exploitation and corruption. Now more than ever, the need exists for united, reconciled societies that are able to resist the capture of their states for sectional interest. This also means renewed relevance for the work of the IJR.

The IJR does not shy away from criticism of those in power, here and elsewhere on the continent, who abuse their positions to divide societies. At the same time, we do not

### AS OUR ENVIRONMENT CHANGES, WE CONTINUOUSLY MUST ADAPT

hesitate to commend and encourage where efforts are made to address injustice in ways that bring people together. Through our interventions, publications and sustained media commentary, the IJR has been consistent in its pursuit of policy clarity, ethical and responsible leadership, and the creation of a social compact that will advance the cause of inclusive development. Through these channels, the IJR makes its modest, but critical, contribution to the societies in which it operates. The quest for meaningful social change continues to be a

dominant aspect of our work. We recognise that such change takes time, especially in societies where people must rediscover their agency after having been deprived of it for protracted periods. It has been gratifying to witness the emergence of a new cadre of community activists in many communities across South Africa.

The IJR has pioneered a new approach to the enormous challenges facing communities through the rollout of the Social Change Model, which emerged from its 'Pathways for connections' publication that represents the culmination of five years of consistent work in selected communities. Our commitment to deepening the quality of our engagements is underpinned by a relationship-building model that prioritises a deep understanding of context, which allows us to earn the requisite trust to work with local stakeholders to facilitate change. The rollout of this model in new geographic contexts has led to critical conversations to address the challenges facing communities, particularly as they pertain to the IJR's agriculture and gender justice projects.

Our focus on regional reconciliation is gaining momentum in South Sudan, Burundi and Zimbabwe. The IJR works with credible local partners in these countries and we can report that the feedback indicates that we

have brought a meaningful new perspective to peacebuilding in these fragile regions. The detailed reporting later in this document demonstrates the depth and quality of the IJR's contributions. The work in these countries is augmented by our contribution to regional and continental platforms, such as the Southern African Development Community (SADC) and the African Union. The IJR's Countering Violent Extremism project has been doing seminal research with a strong focus on community resilience. As the largest regional core partner of the Afrobarometer network, the insights derived from regional and continental public opinion pertaining to political and economic governance offer the IJR a unique perspective on the societies in which the organisation has a presence.

We also remain immensely proud of our other high-quality research output, such as the Transformation Audit, and the South African Reconciliation Barometer (SARB). The 2017 Transformation Audit report, which focused on the role of the private sector in inclusive development, was received with great public interest and was widely presented at business schools, business chambers, banks and different government departments. The 2017 round of the SARB survey was conducted in May and June, and during the year, several papers were published and presented on insights from previous rounds of the survey. The SARB survey remains one of IJR's flagship products, and the Institute continues to receive requests for assistance with the implementation of similar models elsewhere in the world, the latest from Sri Lanka.

Without its networks of likeminded partners, the IJR would not be able to achieve its objectives. The year

## THE SARB SURVEY REMAINS ONE OF THE IJR FLAGSHIP PRODUCTS, AND THE INSTITUTE CONTINUES TO RECEIVE REQUESTS FOR ASSISTANCE WITH THE IMPLEMENTATION OF SIMILAR MODELS ELSEWHERE IN THE WORLD, THE LATEST FROM SRI LANKA

has seen a further consolidation of existing partnerships and the development of new ones that are critical to our work. These include national government departments such as the Department of Arts and Culture, Department of Basic Education and Department of Justice and Constitutional Development, as well as various provincial departments; tertiary education institutions such as the Southern African Labour and Development Research Unit at the University of Cape Town, the Cornerstone Institute and the Cape Peninsula University of Technology; religious bodies such as the South African Council of Churches, the South Sudan Council of Churches and the Catholic Relief Services in South Sudan; regional and continental bodies such as the SADC network of NGOs and the European Union; as well as think tanks such as the Nordic Africa Institute; and local civic networks such as the Anti-racism Network of South Africa. We remain grateful to these institutions for their support and collaboration.

Over and above the disciplined application to their work, IJR staff made time to give back to society in meaningful ways. On Mandela Day, the IJR shared gifts and spent time with young women at risk, while staff members run a weekly feeding project distributing sandwiches to homeless people in the vicinity of our offices. One of our staff

members, Gugu Nonjinge, was selected as an ambassador for the Lead SA initiative and the National Development Plan. Other staff members are involved in community projects in their own time.

As ever, the IJR owes a debt of gratitude to its Board of Directors, and the generous and sustained support from its funders, who have remained loyal and committed to the organisation's vision and mission. We want to welcome Lorenzo Davids, CEO of the Community Chest in Cape Town, a new member of our Board of Directors, who has already added much value to the work of the Institute.

We continue to be inspired by the moral leadership and guidance that we receive from our patron, Archbishop Emeritus Desmond Tutu. His example inspires us to remain relentless in our pursuit of justice and human dignity. We thank all those who have supported and collaborated with the organisation during 2017. Hard work, however, lies ahead for all of us. We remain committed to our pursuit of a fair, democratic and inclusive Africa and look forward to joining hands with all our partners in 2018 to work towards this objective.

*Stanley Henkeman*  
Executive Director of the IJR





# Towards the IJR's multi-year strategy – **achievements** **2017**

## REGIONAL RECONCILIATION

### – CREATING PEACE

### AND STABILITY BEYOND

### NATIONAL BORDERS

The continuing crisis in South Sudan has devastated communities and displaced a substantial number of communities. The South Sudan crisis regrettably continues to be framed as a national conflict, and reconciliation initiatives have been designed through a nation-state framework. However, the South Sudan crisis is not only a national dispute, but a regional conflict with multiple dimensions and actors located in a number of countries in the neighbouring region. Similarly, the instability in Democratic Republic of Congo (DRC), Burundi and Eastern DRC have been framed as a 'national crisis' that can be addressed through national processes of transitional justice and reconciliation. Again, the reality is that the tensions in Burundi, the Eastern DRC and, to some extent in Rwanda, are part of a regional crisis, and should be approached through a broader prism. The IJR has developed the notion of regional reconciliation to expose the limitations of the state-centric approach to addressing the violations and injustices of the past

## THE MOST SIGNIFICANT STUMBLING BLOCK AGAINST THE OPERATIONALISATION OF REGIONAL RECONCILIATION IS THE RELUCTANCE OF NATION-STATES TO CEDE THEIR SOVEREIGNTY TO PROCESSES THAT OPERATE BEYOND THEIR BORDER AND ARE SEEMINGLY 'OUT OF THEIR CONTROL'.

in these war-affected countries. This prism can also be applied to the crisis in the CAR, the Somali conflict, the persistence of the Boko Haram threat in northern Nigeria and neighbouring countries, in North Africa and the regionalised sphere of operation of ISIS and Al Qaeda, as well as in Cameroon, where the Francophone/Anglophone divide, which is escalating tension and violence.

The IJR has argued that it is necessary to frame the crises in South Sudan, Burundi, eastern DRC and elsewhere in Africa as regional crises that require regional reconciliation to achieve more sustainable peace. The challenge

is that the notion of regional reconciliation raises a number of questions, particularly around how it can be operationalised and the nature of institutions that can be adapted or developed to drive these processes of cross-border transitional justice and reconciliation. Consequently, a significant amount of work needs to be done to further elaborate the concept of regional reconciliation as well as to interrogate the modalities through which it can be implemented across Africa.

The most significant stumbling block against the operationalisation of regional reconciliation is the reluctance of nation-states to cede

their sovereignty to processes that operate beyond their border and are seemingly 'out of their control'. Yet the phenomena of violent extremism across borders or the spillover effects of conflicts from other countries, means that this illusory sense of 'sovereignty' has already been violated and undermined and can be further undermined unless societies are stabilised through effective regional processes. In fact, without effective processes of regional reconciliation, the sovereignty of African nation-states will continue to be eroded, particularly in the border regions where governments have, at best, a nominal presence and ability to project their authority.

The IJR actively worked to increase its understanding of this notion of regional reconciliation through the production of a French language publication, titled *La reconciliation regionale: Defis et opportunités dans la région des Grands Lacs* [Regional reconciliation: Challenges and opportunities for the Great Lakes region], which was produced by members of civil society organisations from Burundi, Rwanda and the DRC, and focuses on the challenges and opportunities for the implementation of concepts related to regional reconciliation. This publication will be used in the



**WITHOUT EFFECTIVE PROCESSES OF  
REGIONAL RECONCILIATION, THE  
SOVEREIGNTY OF AFRICAN NATION-STATES  
WILL CONTINUE TO BE ERODED**







Great Lakes region to enhance the awareness and understanding of peacebuilders who are actively seeking to stabilise their countries by addressing the violations of the past, as a precursor to consolidating improved relationships across borders. The IJR contributed towards the empowerment of civic actors in the three countries to enhance their knowledge and skills in facilitating cross-border processes of dialogue and transitional justice.

The work of pursuing regional reconciliation is, therefore, underway. The ultimate goal is to ensure that the concept is more effectively understood by continental and regional organisations such as the African Union (AU), East African Community (EAC), the International Conference of the Great Lakes and SADC, which are tasked with the maintenance of regional peace and security. In this era of globalisation, it is increasingly necessary for

nation-states to cooperate with their neighbours through regional structures, predicated on the pursuit of peace, governance and economic solidarity, to take advantage of the opportunities available to improve the livelihood of their citizens. The intention is that regional reconciliation will play a significant role in the future in contributing to building more peaceful regions across the African continent.





## Transitional and victim-centred justice and reconciliation

THE FAILURE TO  
ADDRESS THE  
VIOLATIONS OF THE  
PAST MEANS THAT  
SOCIETIES CANNOT  
MOVE FORWARD

Across the world, victims and survivors of human rights violations continue to strive for redress and accountability for the injustices that they have endured in the past through wars or repressive regimes. The persistent challenge is that, across Africa, governments and non-state actors involved in perpetrating crimes pay lip service to victim-centred justice. Governments and some non-state actors harbour the mistaken belief that, by ignoring the past, it will somehow miraculously be forgotten over time. In fact, the exact opposite is true – the failure to address the violations of the past means that societies cannot move forward and, in effect, ‘heal’ themselves.

The IJR’s wide-ranging experience gained from across Africa and elsewhere in the world demonstrates that societies in which violations and atrocities have been ‘swept under the

carpet’, are more likely to remain afflicted by the continuing resurgence of tension and, in some instances, violence. Consequently, it is necessary for all societies that have endured some form of past atrocity to engage actively in transitional justice processes, which is the only way to achieve stability and order and ultimately, advance the processes of reconciliation.

The IJR is currently supporting the work of the Burundi Truth and Reconciliation Commission (TRC) to document the violations of the past through the mapping of mass graves and sites of violations, to ascertain what happened.

The new political dispensation in Zimbabwe, with the ascendancy of President Emmerson Mnangagwa, provides the country with a unique opportunity to address the violations of the past to create conditions for genuine national reconciliation. Consequently, in 2017, the IJR actively contributed to building the capacity of the Zimbabwean National Peace and Reconciliation Commission (NPRC), in collaboration with the United Nations Development Programme (UNDP), to empower and support its commissioners with the knowledge and skills to



advance their work across the country.

In South Sudan, the IJR, in partnership with the UNDP and the United Nations Mission in South Sudan (UNMISS), built the capacity of local peacebuilding actors on how to convene and facilitate community dialogues as a means of addressing the priorities of victims across the country.

In the CAR, the IJR collaborated with the In Transformation Initiative (ITI) to bring together key political actors in the country to discuss victim redress, which is currently considered a key pillar in stabilising the country and mitigating the drivers of violent extremism, which has a disproportionate impact on innocent civilians.

The IJR prioritises the use of a gender lens to interrogate and improve processes of transitional and victim-centred justice across the African continent. The prevalence of a rape culture across the continent, particularly during times of war, means that redress and accountability for victims of gender-based violence need to be foremost in interventions.

It is on this basis that, on 15 and 17 March 2017, the IJR convened a symposium: Accountability for sexual and gender-based violence in armed

## THE PREVALANCE OF A RAPE CULTURE ACROSS THE CONTINENT, PARTICULARLY DURING TIMES OF WAR, MEANS THAT REDRESS AND ACCOUNTABILITY FOR VICTIMS OF GENDER-BASED VIOLENCE NEED TO BE FOREMOST IN INTERVENTIONS

conflict: successes, challenges, narratives and omissions, in partnership with the University of Pretoria and the Embassy of the Netherlands, in Pretoria. The symposium convened panels on policies and jurisprudence surrounding women, peace and the security agenda around the prosecution of rape and sexual violence under the rubric of war crimes, crimes against humanity and genocide. The symposium lamented the persistence of gender-based violence in armed conflict across the continent and sought to identify strategies that could confront the culture of patriarchy that continues to

fuel these crimes at the level of an epidemic in African conflict situations. Transitional and victim-centred justice, however, cannot deliver 'healing' to victims exclusively through punitive and retributive justice processes; it is also necessary for survivors and victims to empower themselves with an ability to understand the trauma that they have endured and to also identify approaches through which they can introspect and process these violations.

On this basis, the IJR actively worked with the Netherlands-based War Trauma Foundation to advance its understanding of the nexus between mental health and peacebuilding through the peer-reviewed academic publication entitled: *Intervention: Journal of mental health and psychosocial support in conflict-affected areas*, through a special issue focusing on linking mental health and psychosocial support and peacebuilding. In addition, the IJR undertook the development of global guidelines on psychosocial peacebuilding, which will be an important contribution to the field of transitional and victim-centred justice. Victims and survivors of human rights violations across Africa must continue to be supported in their endeavours to achieve redress and accountability, as this is the only basis upon which to build fair and inclusive societies.



# Restoring human dignity and bottom-up reconciliation – **the road to human dignity**

Our modern global compact is built on human rights that are innate, of human dignity that is inalienable. Or that is what our rhetoric and shared conventions say.

The distance between that and reality, for billions of people, is vast. It feels almost impossible to close. Rising global inequality, with chronic poverty, means that humanity – all of us – has much to do to fight wealth disparity and poverty, making lives of degradation a thing of the past. This is true as much for South Africa as sub-Saharan Africa and parts of Asia as well. It is true for a significant number of black and brown people, too.

Instead, modern society is built on an implicit acceptance of this substantial inequality – the complicity that it is acceptable for so many to live without human dignity. We have accepted this abnormality because the alternative would be protests in the streets, all day, every day.

Human dignity is assaulted in other ways, too. From the President of the United States calling certain countries denigrating names, to colonialism apologia from those living and governing in South Africa, the messages given to us by the powerful and privileged are that ‘African-ness’, or poorness, or being formally uneducated, is an inherent deficiency, that our very characters – ourselves – are sub-standard.

This ongoing oppression of the psyche following globalised, centuries-long structures of physical, economic and political subjugation that have only recently – in relative terms – been shed, is damaging. It

makes the oppressed unable to stand tall, heads bent as they hit the ceiling placed on them. They are left with no room to spread their wings and soar. Or worse, they do not believe that they *have* wings. Yet they are measured on how they contribute, or how they do not, when they were never given the same chances as others to do so.

Human dignity, in practice, is not of the inalienable kind. We see examples of this in America in the case for ‘dreamers’ based on the economic productivity and skills they contribute to the American economy. Or in Britain, where Muslims and those from Eastern Europe are cited as good because they work hard. In Africa and South Africa especially, foreigners are regarded with distrust, especially African non-South Africans. ‘For all who live in it’ is forgotten and will increasingly fall by the wayside if the pie remains the same size and keeps being served to those with generational wealth. Again, to make the case for inclusion, how much a group adds to the greater good is always prefaced by its safety, its reasons for being here (some including escape from active war) and how it is ‘stealing’ from others who have more of a right.

While what we contribute – economically and otherwise – is positive, it is expected. Good citizens should participate functionally for the common good, but there is a danger of human dignity being reframed to that only, meaning that, instead of being inherently worthy of dignity, humans deserve dignity only by what can be measured, weighed and counted; by what is made and produced.



HUMAN DIGNITY,  
IN PRACTICE,  
IS NOT OF THE  
INALIENABLE KIND

This is contrary to an inalienable right perspective on human dignity. And it shows the importance of nurturing human dignity after it's been assaulted over so much time. It shows why reconciliation, from the ground up, is critical to our national, communal and individual health. Giving people that room to lift the heavy weight of oppression off their shoulders, that space to realise there are wings that can soar, is an integral part of our work in rolling out the IJR Social Change Model and Social Dialogues in Agriculture project in the Western Cape.

The IJR Social Change Model rollout made significant strides in community building with community activists in 2017. We applied our deep and sustained methodology dialogue and capacity-building tools. The real, demonstrable change was in IJR Ambassador<sup>1</sup> capacitation for greater efficacy in managing the ambassador forums, the purpose of which is to

1 The IJR Ambassadors are community stakeholders with whom the IJR works over time and who are equipped with facilitation and dialogue skills to sustain community processes. These individuals are not paid by the IJR and are people who are already involved in some form of leading change in their communities.





## Warrenton lives IJR principles

The Warrenton community is evidence of the difference made by the IJR's interventions. Ambassadors have been capacitated to focus on complex and multifaceted community challenges, to the point that they have initiated a knowledge store called Warrenton Ambassadors Forum (WAF). WAF ensures that the knowledge developed, gained and implemented over six years and the expertise of those who participated in the Building Inclusive Societies programme are not lost.

This demonstrates preparedness to act on knowledge, conduct critical analysis and adopt a future focus. Recognising the usefulness of knowledge warehousing, the ambassadors set up the Warrenton Entrepreneurial Support and Development Agency to enhance the enterprise development capacity of the members of WAF. This structure gives entrepreneurial advice to members and collaborates with other NGOs, recently having trained oral history interviewers of Source Point for an environmental awareness initiative in the community.

Furthermore, WAF has proved commitment to social change on the basis of the IJR model by responding to abuse against women and children. A non-profit organisation (NPO) called Women Against the Abuse of Women and Children was formed with the assistance of the Warrenton Department of Social Development. This NPO recently mobilised members of the community to support a victim of gender-based violence at the local magistrate court. All WAF activities, challenges and insights are shared with communities in three other provinces on social media (Facebook, WhatsApp and Twitter).


sustain grassroots social change after the IJR leaves. IJR Ambassadors now have greater visibility through a forum structure, implementation programme on the back of five years' successes, failures and lessons learnt and increased multiway communication.

The IJR Social Dialogues in Agriculture project matured in 2017 to the point where a dialogue panel was appointed. It proved to be a complicated process because of the fairly deep distrust that exists between the various stakeholders in the agriculture sector; as well as healthy scepticism regarding just another project that may raise hopes – and then disappear. It is clearly too early to claim any success, but important lessons have already been learnt. These include the conclusion that the desire among social dialogue partners for more productive and cooperative coexistence is tinged with distrust. The combination of historical memory, the current economic difficulties, the complexity of modern farming and uncertainties regarding the policy environment,

creates tensions. There is no deep resistance against the need for dialogue, but much reluctance regarding its implementation. It is a common complaint that there has been too much talking, but with little consequence. There is much suspicion regarding whose initiative it is, how it will be conducted, and how outcomes will be monitored.

These projects – through painstaking, sustained and consistent efforts – work to build agency, self-ownership and a sense of ability in managing people's contexts, for themselves and by themselves. Through the stories of change and case studies provided, we show how the IJR has made significant traction.

Through these efforts we can begin to restore human dignity. Over time, with more efforts by more organisations, including governments, we can work to what may right now seem like an unachievable dream to make human dignity as inalienable as our laws and conventions say it is.



## Racism, social cohesion and inclusion

BOTH THE SOUTH AFRICAN  
RECONCILIATION BAROMETER AND  
RESPECTIVE COUNTRY ITERATIONS  
OF THE AFROBAROMETER ARE  
IMPLEMENTED BIANNUALLY

Deep social fragmentation is a common denominator of all the African countries in which the IJR, through its projects, has a presence. This typically manifests most strongly in profound ethnic and – in the case of South Africa – racial schisms. These, in turn, contribute to the erosion of social ties that either enable or inhibit societies to pursue a better future. As such, the organisation works, through its Peacebuilding Interventions and Sustained Dialogues programmes, towards the re-establishment and strengthening of social bonds in societies where conflict and/or the manifold lingering legacies of colonialism continue to fill ordinary people with fear and mistrust of each other.

To make these interventions, the organisation requires a solid and accurate grasp of the societies in which it works. To this end, the organisation decided 15 years ago that the best way to do this would be with public opinion surveys, which consult representative samples in countries, about the issues that stand in the way of more cohesive and

inclusive societies. In response, it launched, in 2002, what has become the longest-running survey of its kind in the world the SARB survey, and in subsequent years, has also offered its expertise in the creation of similar measurement instruments in countries as diverse as Rwanda, Cyprus and Sri Lanka.

In 2012, it added to its repertoire of measurement instruments the Afrobarometer, Africa's most respected continental survey on governance and social justice issues, when it became the network's southern African core partner for ten countries in the region.

Both the SARB and respective country iterations of the Afrobarometer are implemented biannually. Typically, the first year is focused on fieldwork implementation and reporting, while more time is devoted in the second year to analysis. During 2017, the SARB once again went into the field, while five Afrobarometer surveys were rolled out in Malawi, Zimbabwe, Zambia, Mauritius and Botswana.

Of particular interest were those in Zimbabwe and Zambia. In the latter, unhappiness with some of our results relating to the quality of governance by the government of President Edgar Lungu, led to government pressure to not conduct public releases. This, ironically, confirmed concerns raised by the survey about government's openness and transparency.

The Zimbabwe survey was conducted in January 2017, prior to the removal of former president Robert Mugabe, and brought into question the fairness and outcome of the 2018 general elections. In subsequent months, the IJR was also contracted by the European Union to conduct pre- and post-election surveys around the election date, complemented by a series of focus groups.

One of the IJR's core objectives in surveys to be conducted during 2018 will be to establish scope for reconciliation efforts in South Africa.

The results of the SARB survey conducted in April and May 2017, and released in December, again



## IN RECENT YEARS, THE IJR'S FLAGSHIP PROJECT IN THIS SPHERE HAS BEEN TEACHING RESPECT FOR ALL

underscored the urgency of national reconciliation. The findings are unambiguous in pointing out material insecurity as a primary obstacle to the creation of a more reconciled, inclusive society. Not only does it inhibit opportunities for contact, but creates unequal power relationships between groups, which inhibit their confidence to engage at various levels in society. It was, therefore, unsurprising that most respondents not only regarded inequality as the most stubborn source of social division in this survey, but that 77% believed that levels of inequality were the same as or worse than under apartheid.

Subsequent collaborations with the Southern African Labour and Development Research Unit (SALDRU) and the French Development

Agency (AFD) used the most recent and historical SARb data to further explore the linkages between inequality and social cohesion, and resulted in three policy papers for launch in 2018.

Where then do we begin to address divisions that are so deeply entrenched? One of the IJR's focuses over a decade has been the education system. Increasingly, schools are keen to learn more, beyond textbook history, which presents opportunities for real education reconciliation and justice work.

In recent years, the IJR's flagship project in this sphere, has been Teaching Respect for All. The project content takes a Constitutional perspective on human dignity and inclusivity and provides teachers with a programmatic framework to integrate these values into their teaching.

In the year under review, Teaching Respect for All workshops were successfully hosted in Free State and Northern Cape, and the results from our own monitoring and evaluation systems indicate that the project has

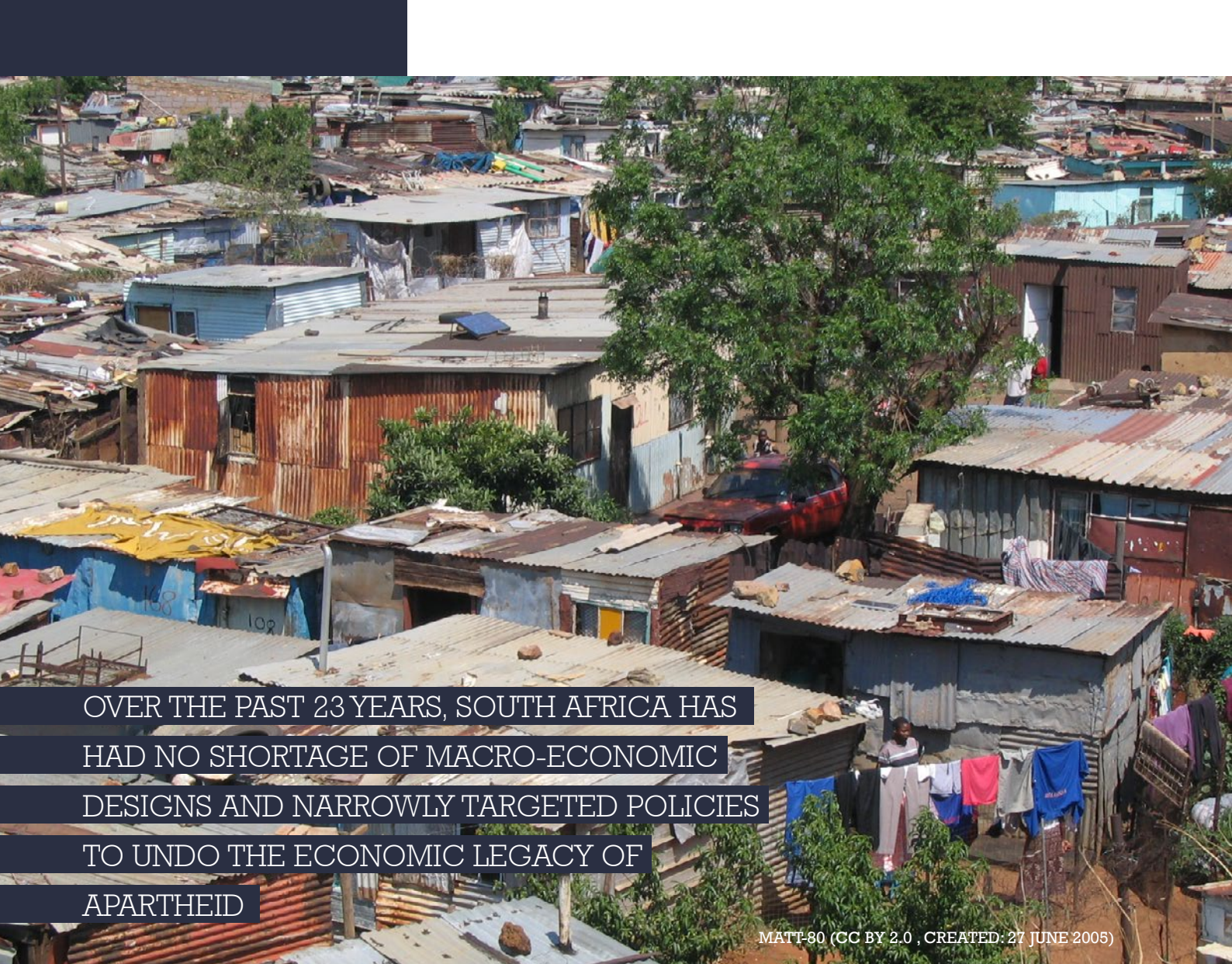
had a tangible impact in many of the participating schools. Interestingly, the number of requests has increased to mediate in schools on diversity, transformation and racism. These interventions occurred in different types of schools, in a diversity of social settings.

Looking back over the past year, it is clear that the challenges we are facing of inclusivity and social cohesion, remain substantial. Quite often, they are exacerbated by the interaction between and manipulation of economic and political variables.

Over the past year, we have continued to harness our capacity to measure and understand the impact of these factors, to develop IJR responses that will allow the organisation to shape interventions that are sensitive and fully cognisant of contextual realities. Teaching Respect for All is one example. In 2018, the organisation aims to make its work even more accessible through the creation of an online platform, similar to that of the Afrobarometer, that will allow for greater public interaction with our data.







MATT-80 (CC BY 2.0 , CREATED: 27 JUNE 2005)

OVER THE PAST 23 YEARS, SOUTH AFRICA HAS  
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## Socio- economic justice – a case for a new social compact

Over the past 23 years, South Africa has had no shortage of macro-economic designs and narrowly targeted policies to undo the economic legacy of apartheid. And yet, while it largely succeeded in implementing redistributive policies to alleviate the plight of the poorest citizens through fiscal consolidation and progressive taxation, it has had limited success in addressing the root causes responsible for poor developmental outcomes of most South Africans.

More often than not, criticism for this failure has been levelled at government as originator and implementer of these politics. While there certainly is merit in suggestions that policy inconsistency within the ruling party and poor implementation across the state have been detrimental to the country's developmental objectives, it would

be unfair to single it out for scrutiny at the cost of a broader perspective that also looks critically at the individual roles and relationships among other key stakeholders, such as business, labour and civil society. As calls mount for a new social compact to address the country's major developmental challenges, it becomes important to understand the attributes of each and how each relates to the others.

To this end, the 2016 edition of the Inclusive Economies project's Transformation Audit publication, which was launched in early 2017, chose to focus on the South African private sector as a key factor in the South African economy. The publication took its place in South African society, highlighting the potential for partnerships between the state and the private sector to effect social change. Divided into



two parts, the report looks, firstly, at global and African best practice and, secondly, the state of affairs in South Africa. The latter section focuses on present and past efforts to forge a social pact between key social stakeholders and makes use of case studies in the agriculture, mining and renewable energy sectors, where partnerships between the state and private sector have had a positive social impact.

The report concludes that there is a growing expectation of – and an obligation on – the private sector to revisit its approach to doing business in South Africa. Not only does this sector have much to contribute in terms of knowhow and resources in the present, but as suggested in the recently released book, *Apartheid Guns and Money*, by former IJR research fellow, Hennie van Vuuren, there are also sufficient moral and historical grounds for the sector's active engagement with apartheid's economic legacy. For this reason, it has become critical to seek new ways of collaboration among the private sector, the state, labour and civil society, that will approach the notions of investment and return from a comprehensive, long-term perspective. Sustainable business is possible only in sustainable societies.

As such, it becomes pivotal for private entities to consider their social impact as they do the expansion of physical infrastructure. From this perspective, fair and inclusive business practices sensitive to the socio-political environment within which they operate, offer the potential for social peace, political stability and by extension, sustainability from both social cohesion and business perspectives.

In few countries is the need for such a realignment as evident and urgent as in South Africa. In a country with such intractable developmental challenges and deep inequalities, it is critical for the social partners (state, business, labour and civil



society) to work in tandem to address these. This requires mutual trust among partners, a shared appreciation of the scope of these challenges, broad agreement on the type of society that is aspired to, and a general buy-in into the strategies that must be pursued to achieve

such a society. Importantly also, there needs to be a broad national consensus on the role that each stakeholder must play. In short, a new social compact needs to guide all stakeholders in the pursuit of a more equitable and prosperous society.





WHEN THE TRC HAD NO CATEGORY  
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BEHAVIOUR OF PERPETRATORS

## Gender Justice and Reconciliation – **shifting conversations**

In March 2017, a Johannesburg woman reported that she and her 10-year-old son boarded a taxi, only to be held at gunpoint by three men. The men forced her to hand over her ATM card, withdrew money several times and then raped her in the back seat. In May 2017, three-year-old Courtney Pieters, from Elsie's River, was raped and murdered. In the same month, lesbian Lerato Moloi's body was found, her head covered with rocks and her jeans and underwear around her ankles. On 12 November, Joan Thabeng, a transwoman, left her friend's house after receiving a call from her boyfriend, asking her to visit. Joan's body was found the next morning in Randfontein.

These are just some of South Africa's many gender-based violence cases of last year. The last two examples, in particular, show how those with queer identities are vulnerable to patriarchal gender injustices. Cases such as these permeate even into the upper echelons of power and privilege.





On 18 September 2017, Redi Tlhabi released a tell-all book about Fezekile 'Khwezi' Ntsukela Kuzwayo, the woman who accused former South African president Jacob Zuma of rape.

Of course, masculine normativity and supremacy play out across the global spectrum, displayed no more adeptly than in the #MeToo movement, synonymous with Hollywood and Harvey Weinstein, and often associated with Rose McGowan or Alyssa Milano. In fact, it originated with black activist, Tamara Burke. In 1997, Burke met a 13-year old girl who had been sexually abused. The young girl's experience stuck with Burke and ten years later, she created Just Be Inc, a non-profit organisation that helps victims of sexual harassment and assault. She committed herself to being there for people who have been abused and gave her movement the name MeToo. This case highlights that even in gender activism, power and privilege dynamics are prevalent.

The appropriation of the hashtag meant that the conversation would again centre on rich, influential white women and perpetuate the erasure of the experiences of black and brown women.

South Africa's history with gender-based violence is complicated and particularly violent, from colonialism to apartheid. South Africa has never had a chance to confront the violence it inflicts on itself. When the Truth and Reconciliation Commission (TRC) had no category for sexual and gender-based violence, it essentially silenced survivors and condoned the behaviour of perpetrators. This has meant that those who have been individually unaffected by these issues have continued dominating positions of influence and power without personal reflection or institutional reformation. Since then, the process has been slow in making rape and sexual assault legislation more comprehensive. Section 9 of the South African Constitution deals with equality in terms of gender, sex, race and sexual orientation specifically. This is often used as justification for legislative competence, but the reality is that in South Africa, as globally, there has been a seeming obliviousness to the complexities of gender equality and whatever legislative intent there might have been has not permeated into the lives of everyday South Africans.

Gender equality requires more than substantive rights – it is in the attitudes of who belongs in which spaces and who the perpetrator and victims are.

But there has been a shift in conversation and understanding – this activism that we now see is different to any in the past. Gender activism is now critical of old discourses that focused on white women's fragility. This activism discards the perception that only women are vulnerable and only

men are violent. This activism is critical and reflective in its attempt to maximise an intersectional approach. It is very cognisant that survivors of sexual violence do not have one singular face. Both perpetrators and survivors are intersecting and overlapping identities. In its advocacy, intersectional gender justice uses the lenses of race, class and even femininity to interrogate belonging, prejudice and violence. South Africa is now tasked with reimagining a new national consciousness where gender-based violence is not the norm and where it is handled with justice and dignity in a way befitting a bright, new democracy.

The IJR Gender Desk, in 2017, was instrumental in making these conversations accessible – whether it be in a broad-spectrum gender indaba, opinion piece publications to the general public, specific roundtable discussions or at facilitation training and toolkit handovers to young leaders. The IJR also chose the theme of 'Achieving gender justice and reconciliation' for its annual Reconciliation Award. The finalist was Gender Dynamix, Africa's first African-based NGO solely focusing on advancing, promoting and defending the rights of trans and gender non-conforming persons in South Africa. The aim of the organisation is to provide help, advice and information for those who seek to adjust to living as the gender opposite to that assigned to them at birth, or who are coming to terms with their situation, despite their genetic background. The organisation also increases the visibility and acceptance of transgender and assists people to re-examine their understanding of gender diversity.

At the same time, we work to mainstream gender justice inside the IJR, as much as we do so outside it. Gender conversations in-house ensure that the IJR is gender-inclusive, which is imperative if we wish to achieve a reconciled society.





# {YOUTH}

– why intergenerational dialogue matters

TALKING ABOUT YOUTH ALSO MEANS THAT YOUNG  
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HOMOGENOUS GROUP





It is largely agreed that young people are often the worst affected by socio-economic challenges such as unemployment and poverty, and at the same time they are labelled the so-called 'hope' for the future. The Youth Development Index (YDI), developed by the Commonwealth Secretariat, measures education, health and wellbeing, employment and opportunity, political participation and civic participation for young people aged 15 to 29 in 183 countries. The index's lowest-ranking countries are all from sub-Saharan Africa, but the region also recorded the largest improvement in recent years. The YDI shows that participation in formal politics is declining, underscoring growing frustration amid unmet aspirations, although digital activism, protests and volunteering are growing. Young people suffer disproportionately as victims of violent crime. However, young people also play an active role in peacebuilding.

The statistics of the African Development Bank (AfDB) published in 2017 depict a similar picture – while youth are the biggest asset to the African continent, they continue to be disproportionately negatively affected by conflict, unemployment and poverty. According to the AfDB, if youth unemployment rates remain unchanged in Africa, nearly 50% of youth – excluding students – will be unemployed, discouraged or economically inactive by 2025. Its statistics also show that 40% of people who join rebel movements are motivated by the lack of economic opportunity.

As alarming as these figures are, they come as no surprise, but rather illustrate how important young people are for establishing and maintaining peace and stability on the continent. Yet, young people's voices are often absent when decisions are made on matters affecting them. Although many institutions focus on bringing elements of youth participation into the mix, such as youth summits, youth parliament and the like, most of these events are planned by and decided on by others and not necessarily by young people themselves.

Young people are often lumped together as a homogenous group. Even though young people have their age in common, their lives are vastly different, ie socio-economic status, demographics, geography, culture, tradition and choices. This means that when talking about and working with youth, one must consider the diversity and multifaceted nature of young people and not merely lump them all together in predetermined categories.

Labelling young people not only creates the feeling of being spoken about, but amplifies the generational divide. Its language has become part of discourse: Millennials, Boomers, Generation X and Born Frees. However, while sometimes useful, the categorisations have given rise to further division and unexamined assumptions. These divisions further deepen generational disjuncture,

leaving those young people who are already marginalised and desperate due to their socio-economic conditions, feeling further alienated. There is a need to engage young people in truly collaborative ways, building bridges through dialogues and open spaces. Spaces and platforms for sharing perspectives across divergent experiences and worldviews are vital. Intergenerational dialogue is an astoundingly positive tool for doing this, as the IJR has discovered through its youth work. Observed benefits of intergenerational dialogue are palpable; it is far-reaching and compelling. Through intergenerational dialogue, renewed appreciation for the other can be cultivated. It goes beyond family structure and has social, economic and political implications. The creation of intergenerational spaces for conversation offers an alternative form of engagement where perspectives are shifted and become more nuanced. Safe spaces that allow for intergenerational engagement offer opportunities for personal biases, prejudices and preconceived ideas to be challenged.

Unfortunately, we live in communities where stereotypical perceptions continue to inform how young and older persons speak to and about one another. This, in turn, informs the attitude with which people enter into conversations and greatly determines their willingness to share openly and honestly. This then becomes a barrier to genuine reflection.

Intergenerational dialogues and engagements provided the IJR with in-depth insight into the value of intergenerational dialogue, as participants expressed the need for the creation of more spaces where youth and their parent generation can have brave conversations about issues that are important to them. Important outcomes of these intergenerational dialogues are the sharing of knowledge and, importantly, the sharing of lived experience. Parent generations could



share with youth their experiences of past and historical events and offer insights into how these influenced their current reality and, ultimately, worldview. Because of their often limited understanding, from an experiential perspective, of the multiple dimensions of this country's history, it has in recent years become a major point of generational disjuncture. Discourse, particularly among youth, has been characterised by a critique of the negotiated settlement, a rejection of compromise as a tactic for managing democratic engagements and a de-linking of reconciliation and social justice.

Intergenerational dialogue, however, cultivates shared and deepened understanding from many sides. When we move beyond an understanding of youth as transitional only and rather

approach things from a generational perspective, conversations can open up to include questions on the key changes from previous generations that define the structural and cultural features shaping the world for youth growing up now. This, in turn, allows us to probe beneath the surface of the cohort and ask how these processes affect different groups. A generational approach to youth work, therefore, becomes intersectional, allowing for a more nuanced understanding of what it means to be a young South African in a global context and what is required of all of us to cultivate the conditions that will enable youth to thrive.

To strengthen our families and our communities, we need to nurture opportunities for people to come together across generational lines to share views and experiences

and provide support for one another. The key to bridging perceptual differences between generations is dialogue. It is through intergenerational dialogue that young people and older adults can gain access to each other's experiences, hopes and concerns.

Many participants who were part of these intergenerational dialogues expressed how much they valued the experience, as very few such spaces exist for exchange between youth and the parent generation. An older woman ended off an intergenerational dialogue with the words: 'It is never too late to start again.' And this is, ultimately what an intergenerational dialogue space can offer – a space to reintroduce ourselves to one another and to start again.



## Mapping global practice: **Healing communities, transforming society mental health, psychosocial support and peacebuilding (MHPSS)**

Building on a long-term partnership aimed at exploring the interconnectedness between psychosocial needs, practice and peacebuilding, the IJR and the War Trauma Foundation (Netherlands) recently conducted an international online mapping study. The study ascertained the extent to which organisations around the world acknowledge the nexus between mental health and peacebuilding and established whether and how they are integrating an awareness of the other fields' components into their work.

Some 75 respondents representing 62 different organisations from around the world participated in the survey. The participating organisations came from 25 different countries on six continents, ranging from large international NGOs (37%) to local (18%), regional (18%) and national organisations (27%).

One of the key findings from the survey was that 92% of respondents agreed that interventions aimed at building sustainable peace would benefit from an approach which connects peacebuilding and mental health. A further 68% stated that there is a need for more knowledge and information to operationalise this. More than half of respondents expressed a need for teaching materials to integrate into existing training materials and in-house training of staff on how MHPSS and peacebuilding could be integrated. Other respondents cited the need for more research to be conducted that reiterates how policy and practice link MHPSS and peacebuilding in a way that is accessible to experts, policy advisers and funders. For a detailed description of the results of the study and to read respondents comments, please read the full report.

## **Emergence of violent extremism in Africa**

In early 2017, fieldwork was undertaken in the CAR and Nigeria into local drivers of violent extremism. This provided a research base on which to build the programme and helped identify project activities that address the most relevant issues pertaining to countering violent extremism in both countries. The findings of this research were presented at a roundtable discussion in Pretoria at the Dutch Embassy, South Africa, entitled: 'From exclusion to inclusion: Developing sustainable and African-led solutions for preventing and countering violent extremism'. Since this event, the IJR has continued to engage with the South African Department of Foreign Relations and Cooperation (DIRCO) on CAR.

In June 2017, IJR staff travelled to Bangui, CAR to collaborate with the United States, Institute for Peace (USIP) to support government reconciliation efforts. In September 2017, the IJR met with the ITI and DIRCO on CAR to discuss coordinating activities for 2018. During 2017, the IJR positioned itself as the primary South African civil society organisation working in CAR, and has worked on developing relevant relationships to help achieve the project's 2018 goals.

In November 2017, the IJR co-hosted a four-day training workshop for 15 participants from CAR. These included the Minister of Disarmament, Demobilisation and Reintegration, a representative from United Nations Multidimensional Integrated Stabilisation Mission in the Central African Republic (MINUCSA) and opposition leaders. This enabled the IJR to engage the key stakeholders on the joint activities for interventions in 2018.

In terms of preventing and countering violent extremism, the IJR has continued to gain profile as one of few African organisations working on this issue. The project leader has



presented on issues pertaining to violent extremism in Africa to the United Nations Office of Drugs and Crime, UNDP, DIRCO, at various local civil society events and on the radio. If additional funding is procured, preventing and countering violent extremism-focused activities will be developed for 2018.

The IJR's work in this field generated primary and evidence-based data, research and analysis into local drivers of extremism in Kenya, Nigeria and CAR. In addition, the IJR contributed to raising awareness into local drivers of extremism in Kenya, Nigeria and CAR. Its interventions also improved the capacity of local government and civil society organisations in these countries to more effectively understand and create policy to counter extremism. Ultimately, the IJR is creating a platform for collaboration between government and civil society organisations in these countries to work together on issues pertaining to violent extremism. This is enabling the IJR, as the leading South African civil society organisation, to mitigate the spread of extremism in CAR. The IJR also consolidated its working relationship with DIRCO for ongoing project activities in CAR. The IJR also contributed to raising awareness of developmental approaches to violent extremism and terrorism by presenting research findings on a number of international and national platforms. The areas covered included CAR, Kenya, Nigeria and South Africa.

# The IJR in the media – **social media**

In 2017, the Communications and Advocacy team implemented a social media strategy to assist the IJR in effectively communicating with its online audience, whilst reaching new ones. The engagement rate for the IJR's Twitter page increased by 74% in 2017. This rate is the sum of interactions received for all our tweets. Moreover, it is a direct outcome of the 27% increase in the number of people who are following our Twitter account. We published 40% more tweets.

The IJR's Facebook page has 4 900 likes, which is a 20% increase over 2016. The number of reactions and comments on and the shares of content associated with the IJR's Facebook page increased by 23%. The IJR Facebook page has reached 9 000 people. The IJR YouTube channel gained 43 subscribers in 2017, with an average view duration of five minutes and a total of 13 767 views.

In the last 12 months alone, 15 622 users visited the IJR website, 84,7% of whom were new visitors and 15,3% returning visitors. The average period spent by visitors on the website is 2 minutes and 38 seconds. In 2017, the IJR website had 104 927 page views.

The IJR successfully infiltrated large national media platforms, resulting in increased visibility of the work and expertise of the Institute. This led to increased awareness of social justice issues locally, continentally and internationally. To strengthen the IJR's impact through media, the IJR team held media meetings with Cape Argus, Weekend Argus, Cape Community Newspapers, Groundup and News 24. We initiated a partnership with Huffington Post that resulted in IJR staff members being registered as







**4900**  
likes



**74%**  
increase in  
2017



**219**  
subscribers



**104927**  
page views

IMPACTFUL COMMUNICATION AIMED AT  
HELPING TO BETTER SOCIETY – WE MAY NOT  
BE PRESENT IN EVERY PROVINCE, BUT OUR  
COMMUNICATION HAS THE POWER TO REACH  
WHERE WE CANNOT

contributors on the online platform and being granted permission to upload their opinion pieces on HuffPost.

During 2017, efforts were made to ensure that the IJR was featured in the media through weekly opinion pieces, changing the pathway of limiting media coverage to events or media request. A total of 96 op-eds were uploaded on leading media platforms such as Daily Maverick, The New Age, The Daily Vox, News24, IOL, Huffington Post and Cape Argus. Our content also enthused commercial broadcast media, including SABC, Channel Africa, ANN7, RSG, SAFM, Voice of the Cape, Cape Talk, Radio Islam and Radio 702.

From 1 January to 31 December 2017, 4 268 items were placed, up on the previous year's tally of 588. The total advertising value estimate (AVE) for the IJR's media coverage was R255 385 358, up on the previous year's total of R29 572 207. The result shows that print has increased by 1 345 (773%) clippings to 1 519, the number of broadcasts increased by 445 (468%) to 540, and online mentions increased by 1 890 (592%) to 2 209. The increased media exposure and AVE, which runs into millions, was part of an ongoing strategy to showcase the IJR's work to the right media contacts for optimal exposure, with the objective of obtaining more media analysis. Newsletter

articles were also republished by media houses, further increasing the media coverage and generating radio interviews.

The IJR also built capacity of staff, strengthening skills needed to use communications more effectively in pursuit of social justice. The Communications and Advocacy team hosted op-ed and radio interview training in June 2017. Staff members were exposed to the dos and don'ts of op-ed writing and doing radio interviews. The training was conducted by Charlotte Kilbane, producer at Primedia Broadcasting, and Carien du Plessis. Staff welcomed the initiative.

In August 2017, the IJR hosted an in-house policy brief training session to equip staff members with the tools to write policy briefs that will influence thinking around social justice issues as well as guide policy-making.

The IJR further hosted parliamentary engagement training delivered by Samantha Waterhouse from the Dullah Omar Institute.

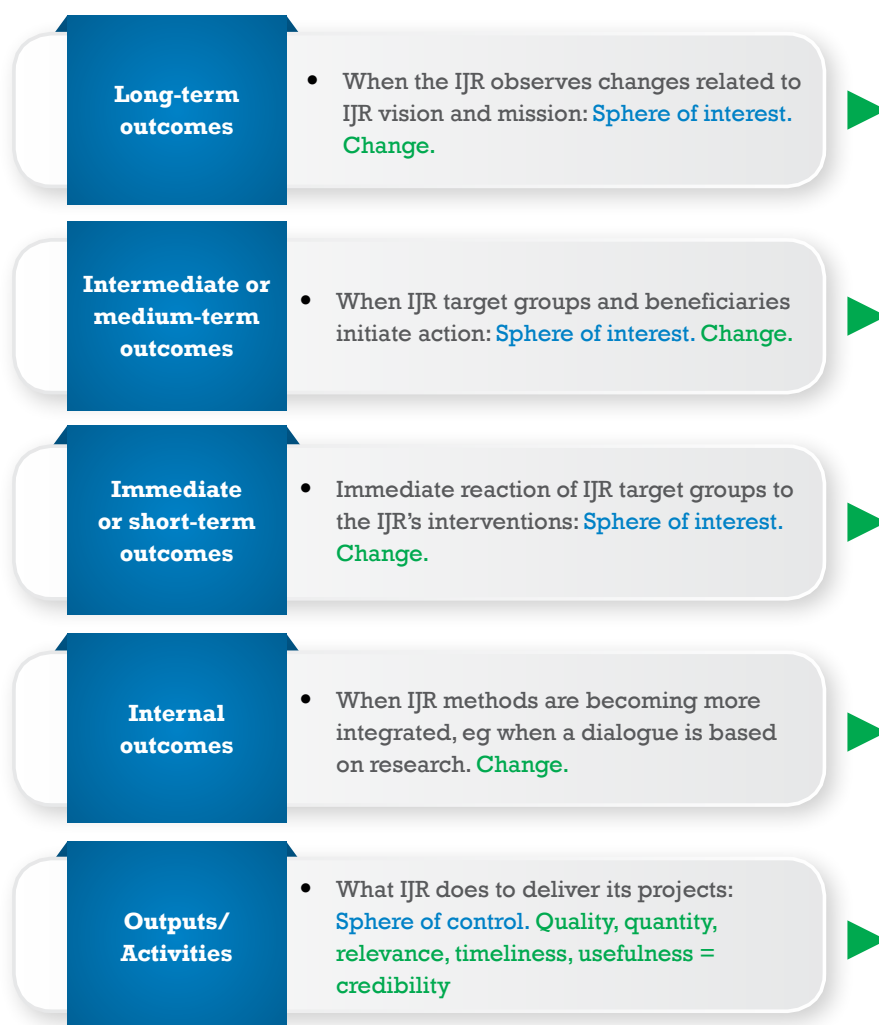
The year 2017 was not only a year of reflection on advocacy work, but also a groundwork phase to re-strategise and lay a solid foundation for future advocacy work.



# The IJR's monitoring and evaluation system – **how do we achieve results?**

The IJR worked with two service providers during 2017 to develop a new Monitoring, Evaluation and Learning (MEL) Framework, based on the multi-year strategy and to enable the IJR to capture information in an online monitoring and evaluation system. It was finalised in October 2017. The projects for 2018 have been captured on the electronic monitoring and evaluation system for data capturing. This new powerful tool will enable the IJR to keep track of its outputs and outcomes and generate reports according to its strategic objectives, geographic areas and focus themes.

Various capacity-building workshops, training and consultative sessions were held with IJR staff to ensure an in-depth understanding of the overall monitoring and evaluation system. The electronic system will be rolled out in 2018.





The IJR has, since its inception, developed expertise in four key methodologies, which, if used in an integrated way, become central in driving successful change. The IJR's 2017 - 2020 strategy is driven by an integration model that is based on collaboration across disciplines and programmes to maximise the effects of its work. Simply put, it ensures that every intervention and project optimally combines IJR areas of expertise.

- Production of cutting-edge research and innovative analysis, generating new knowledge, insights and resources.
- Hosting of critical conversations and dialogues as drivers of transformation.
- Establishing networks for justice and reconciliation through training and capacity building.

- Communicating key messages to advocate change.

The IJR's interventions integrate these four methodologies and build on the prerequisite of the involvement of the affected parties. This approach ensures sustainability and ownership and contributes to long-lasting change opposing once-off or 'quick-fix' interventions. The list below provides:

## Strategic Objective 1:

**Research and Analysis:** To provide quantitative and qualitative evidence to inform the positions the IJR takes. This is measured by indicators for particular outcomes. The desired outcomes linked to this strategic objective state:

- IJR research and analysis information is shared and disseminated continuously with stakeholders and applied by society, policy-makers and media.
- Outcome: All IJR interventions need to be informed by, or inform, research and analysis.

**Examples from our work in 2017:**

- Two presentations made at a seminar and a workshop co-organised by the International Peace Institute and Peace Direct in New York, October 2017, on a paper – Networking for peace: The case of civil society in Zimbabwe – were based on the IJR's on-going work with civil society in the country.
- Publication of four policy briefs on gender-based violence in the context of international justice, 'Rethinking reconciliation: Evidence from South Africa' – a book by various authors using SARB data from 2003 to 2013 on a variety of relevant topics – was launched during May 2017 with a launch event co-hosted at the IJR with the Human Sciences Research Council (HSRC).

- SARB data is used as part of a journal article series focused on the relationships between social cohesion and inequality. As part of this project, the IJR – both the SARB project and the Inclusive Economies project – worked with SALDRU, University of Cape Town (UCT) and the AFD on a paper using SARB data from 2003 to 2013, as well as a separate paper with SALDRU using SARB's data from 2015. The project's preliminary findings were presented to AFD staff, members of the EU mission, StatsSA staff and representatives from other governmental departments during June 2017. A final presentation of these papers will take place in 2018.
- Inclusive economies work laid the foundations for the conceptualisation and development of the IJR's core thematic work on socio-economic justice, as evident in the thematic paper. Important socio-economic interlinkages were also highlighted, with the IJR's work in another core theme – social cohesion, racism and inclusion. Besides the two thematic papers, the two working papers on social cohesion are also relevant here. Cross-project work by the Inclusive Economies and SARB programmes provided important conceptual foundations for the IJR's work on social cohesion, and how it relates to economic development considerations.

## Strategic Objective 2:

**Deep and Sustained Dialogue:** To facilitate deep and sustained conversations on critical issues that are transformative, problem-solving and inclusive. This is measured by indicators for particular outcomes. The desired outcomes linked to this strategic objective state:

- IJR dialogues are recognised as methodologically sound, cutting-edge interventions dealing with justice and reconciliation issues.
- Dialogue participants show a clearer understanding of critical issues relating to justice and reconciliation and declare their intent to implement shared action steps.
- IJR dialogues create impetus/momentum for stakeholder-initiated and sustained actions.

**Examples from our work in 2017:**

- Some 25 participants in the Technical Committee for the Establishment of the Commission for Truth, Reconciliation and Healing laud the IJR for facilitating a dynamic and inspiring four-day training hosted by UNDP South Sudan.
- A local councillor from one of the communities where the IJR applied the Social Change Model invited the IJR Ambassadors to make regular representations at his ward council meetings.
- Youth reflection after intergenerational dialogue: 'But I was thinking that today our

Warrenton youth, helped by the parents, must stand up and do things for ourselves and not be scared of who will say what or being victims. We ourselves are our own enemies, because we are afraid to speak.'

- Twenty participants of the South Sudan National Dialogue Committee were introduced to critical issues relating to justice and reconciliation.
- The analysis done by the ambassadors on social behavioural indicators from their communities has enabled them to critically identify demographic segments of their communities where more effective intervention need to be done, and this information was shared with decision-makers in their municipalities.
- Educators shared and learnt from each other's experiences with discrimination in their respective schools. The dialogue brought insight and perspective.
- After reading the publication, stakeholders have been spurred into action and expressed a concrete interest in engaging further with stakeholders in their communities, eg local councillor in engaging with his communities' ambassador forum in Grahamstown and Vryheid.

### Strategic Objective 3:

**Mobilisation, Training and Empowerment:** To facilitate skills development and the exchange of knowledge and insights; to empower and mobilise communities to drive justice and reconciliation processes. This is measured by indicators for particular outcomes. The desired outcomes linked to this strategic objective state:

- Participants indicate that they have learnt relevant skills and tools to improve their lives.
- Participants share their newly gained skills and tools in their networks.

- Participants initiate and implement justice and reconciliation processes.
- Mobilisation, training and empowerment interventions produce new insights and best practice.

Examples from our work in 2017:

- Participants have demonstrated a clear ability to engage, interrogate and contribute more effectively to social change processes in their communities, using the knowledge they have gained.
  - Participant A – self-confidence, assurance and lack of fear to be able to stand his ground and relay his opinions without fear of the white man.
  - Participant B – ambassadors were able to approach the mayor and deliberate on key resource allocation because they felt that they have a programme that is community-based and is worthy of support by the municipality.
- Siyakha – since the formation of the NPO, Siyakha Forum, the participants have started the process and negotiated the terms of reference of their relationship with the IJR.
- Empowered commissioners in the National Peace and Reconciliation Commission of Zimbabwe, who are now ready to discharge their duties and fulfil their constitutional mandate.
- More than 1 000 workshop participants were trained by members of the Peacebuilding Network of Zimbabwe (PBNZ) using the Community Healing Manual, jointly produced with the IJR.
- Warrenton – mobilisation of community in support of a gender violence victim's court appearance; with help from fellow ambassadors, a participant organised a very successful Heritage Day event where community artists willingly performed for free.

- A PBNZ member, the Catholic Commission for Justice and Peace in Zimbabwe, has developed a three-day training programme on human rights, justice and peace using the Peacebuilding Manual as a resource and guide for the country's workshops.
- Through the IJR's sustained technical support, the National Transitional Justice Working Group continues to play a key role in providing leadership to civil society organisations. It successfully advocated improvements to the recently promulgated NPRC Bill that will guide the functions of the commission.
- Chief Director of Social Cohesion in the Free State Department of Education confirmed that educators are implementing Teaching Respect for All in their schools and it has improved learner behaviour.
- UNMISS Civil Affairs staff develop community peace action plans for their duty stations following an 11-day IJR-led study tour through South Africa.

### Strategic Objective 4:

**Communication and Advocacy:** To engage in a relevant way that informs, advocates and sets the agenda for justice and reconciliation. This is measured by indicators for particular outcomes. The desired outcomes linked to this strategic objective state:

- All research and analyses produced are communicated in a way that informs a wide audience. IJR information, analyses and insights are shared with stakeholders, interest groups and society.
- The IJR sets the agenda on key issues of justice and reconciliation to shape policy.

Examples from our work in 2017:  
See 'the IJR in the media' section





## REGIONAL RECONCILIATION



- One high-level meeting held with the team of the facilitator in Burundi's political crisis in Arusha at the headquarters of the East African Community and involving ambassadors from four East African countries.
- Presentation at a colloquium on peace education in Rwanda.



## TRANSITIONAL AND VICTIM-CENTRED JUSTICE



- One pilot study conducted in Burundi, in the central province of Muramvya, where the first pogroms took place in 1965.
- Technical expertise to the newly established NPRC in Zimbabwe as part of the UNDP team of experts assembled to develop the capacity of the commissioners to fulfil their constitutional mandate.
- Technical support to the SADC Electoral Advisory Council.
- Presentation of two papers at international seminars and workshops in New York on peace and stability in southern Africa.
- Member of UNDP reference group that is contributing to the drafting of a civil society organisations toolkit on transitional justice for South Sudan.
- South Sudan UNMISS study tour in Johannesburg from 19 to 24 June 2017, in Durban from 23 to 25 June and with the IJR from 26 to 29 June.
- South Sudan Catholic Relief Services community conversations planning underway, service level agreement and memorandum of understanding about to be finalised. Training was slated to begin January 2018.
- UNDP/UNMISS training on consultation methods for Technical Committee for Establishment of Commission for Truth, Reconciliation and Healing.
- Co-organiser of a meeting of the members of the South Sudan National Dialogue Committee in partnership with ITI and the then-Deputy President Cyril Ramaphosa's office.
- Policy and technical input to a wide range of African partners across the continent, including DIRCO, Parliament of South Africa, AU, United Nations, United Nations University for Peace, as well as European partners, including the Folke Bernadotte Academy and the Nordic Africa Institute.
- Policy engagement platform created and an Africa-wider network launched to focus on justice and reconciliation.
- Trained 38 senior officers of the Uganda National Police at the request of UPEACE-Africa Programme. Also facilitated a course for eight PhD students in Ethiopia.



## RESTORING HUMAN DIGNITY AND BOTTOM-UP RECONCILIATION



- Two consultative meetings per area (two in Carolina, two in Vryburg, two in Bloemfontein, one in Vryheid, one in Grahamstown and one in Warrenton) = nine.
- Three consultations with provincial government structures (Grahamstown, Vryheid and Warrenton).
- Training workshops in each province (Bloemfontein, Cape Town, Grahamstown, Vryburg, two in Vryheid and two in Warrenton) = 11.
- Three roundtables/consultation meetings in Pretoria.
- Design and development of the Building an Inclusive Society rollout toolkit based on the IJR Social Change Model.
- One national conference on social cohesion.
- Consultation meetings with various stakeholders in Grabouw, Witzenberg, Central Karoo and George to advance the IJR Social Dialogue project in the agriculture sector in the Western Cape, South Africa.
- Stakeholder mapping in Grabouw, Robertson, in South Africa.



## RACISM, SOCIAL COHESION AND INCLUSION



- Community dialogue on 'How can we live better together' in collaboration with the Social Justice Coalition and Inyathelo in Cape Town.
- Dialogue on 'Trust, truth and the media' during February, Cape Town.
- Book launch and panel discussion 'Rethinking reconciliation: Evidence from the South Africa reconciliation barometer', May, co-hosted with the HSRC, Cape Town.
- South African Reconciliation Barometer 2017 report launch, December 2017.
- Presentation on social cohesion-related findings from SARB, parliamentary researcher and adviser, Cape Town. March 2017.
- Social cohesion and inequality research paper series workshop and presentations, in collaboration with the AFD and SALDRU.
- Freedom House workshop on research conducted during a project to build social cohesion and mitigate xenophobic violence, 25 October 2017.
- Sixteen presentations on Afrobarometer data across the continent at various conferences, public engagements and policy briefings.
- Teaching Respect for All held four workshops in the Northern Cape and Free State, South Africa, and conducted four focus groups with learners, educators and support staff (401 delegates).
- Two workshops at high schools on inclusion and TRC (140 learners).
- Teachers and social cohesion roundtable in partnership with the Centre for International Teacher Education and the Cape Peninsula University of Technology (80 participants), Cape Town.





## SOCIO-ECONOMIC JUSTICE



- Presentation to the Democracy and Development Programme, in partnership with the Konrad Adenauer Foundation (KAS), November. Cape Town.
- Economics Research South Africa ideas exchange event ahead of the Medium-Term Budget Policy Statement, 11 October 2017.
- Presentation at breakfast meeting hosted by the German Chamber of Commerce and Industry, in partnership with KAS, September, Cape Town.
- 2016 Transformation Audit media launch, June 2017, Cape Town.
- Mail & Guardian Critical Thinking Forum on the topic 'Finding a developmental consensus in an era of radical economic transformation', in collaboration with SARChi Chair in African Diplomacy and Foreign Policy, University of Johannesburg, 27 June 2017.
- A moderated panel discussion 'Beyond business: The private sector as an active social actor in the pursuit of an inclusive society', in collaboration with the Centre for Dynamic Markets at the Gordon Institute of Business Science Business School, University of Pretoria, 28 June 2017.



## GENDER JUSTICE AND RECONCILIATION



- One gender indaba; one gender imbizo; production of three short films.
- Gender sensitivity training in three communities (Tulbagh, Oudtshoorn and Mamre).
- One gender in the media roundtable, Cape Town.
- One half-day workshop on intersectionality, Cape Town.
- One gender café exploring the intersection of gender and mental health, Cape Town.



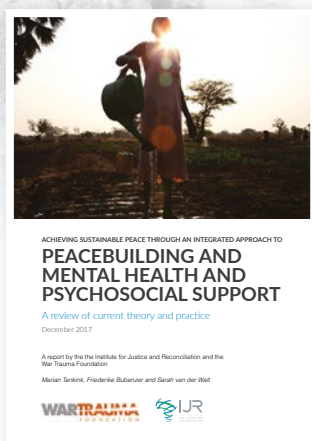
## YOUTH



- Intergenerational dialogue and engagements – five focus group discussions and two youth dialogues in Western Cape, Northern Cape, KwaZulu-Natal and Eastern Cape.
- 14th Ashley Kriel Memorial Lecture, 'Centering gender: Stories, struggles and intergenerational solidarity', Cape Town.

# Publications & Resources

## 2017 Publications



*Achieving sustainable peace through an integrated approach to peacebuilding and mental health and psychosocial support*



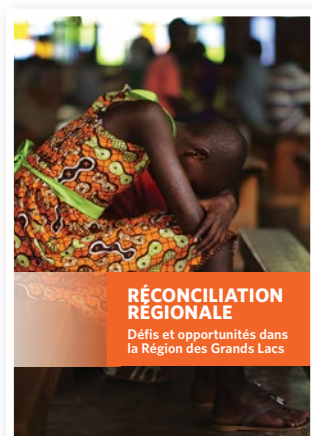
*Gender(ed) perspectives: An analysis of the 'gender perspective' in the Office of the Prosecutor of the ICC's Policy Paper on Sexual and Gender-based Crimes*



*Responsabilisation en matière de violences sexuelles et sexistes liées aux conflits: succès, difficultés, discours et omissions*



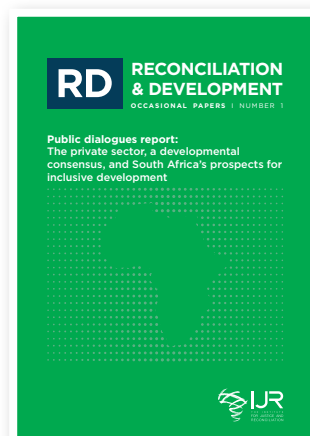
*Accountability for conflict-related sexual and gender-based violence: Successes, challenges, narratives and omissions*



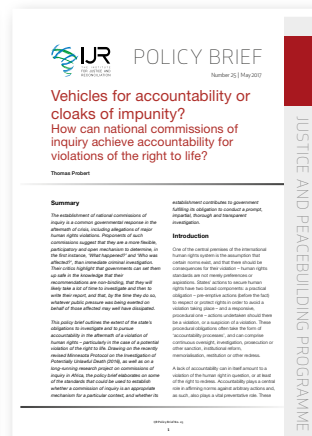
*Réconciliation régionale: Défis et opportunités dans la région des Grands Lacs*



*Reconciliation & development: Interracial marriages in South Africa: Attitudes and challenges*



*Reconciliation & development: Public dialogues report: The private sector, a developmental consensus, and South Africa's prospects for inclusive development*



*Policy Brief No 25: Vehicles for accountability or cloaks of impunity?*



## 2017 Publications



*Reconciliation & development: Towards a social cohesion index for South Africa using SARB data*



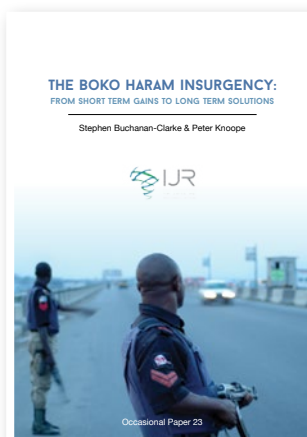
*Mapping global practice: Healing communities, transforming society: Mental health, psychosocial support and peacebuilding*



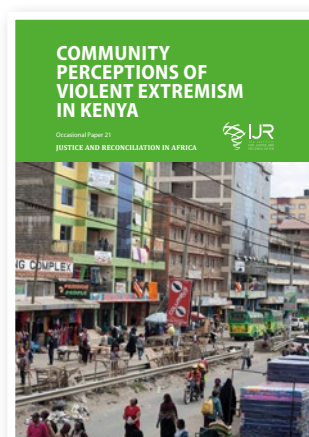
*Africa and the remaking of global order*



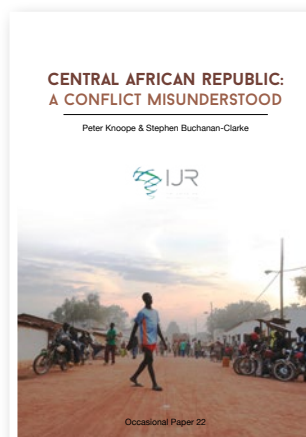
*Pathways for connections: An emerging model for long-term reconciliation in post-conflict South Africa*



*The Boko Haram insurgency: From short-term gains to long-term solutions*



*Community perceptions of violent extremism in Kenya*



*Central African Republic: A conflict misunderstood*



*South Africa Round 6 survey analysis and results*

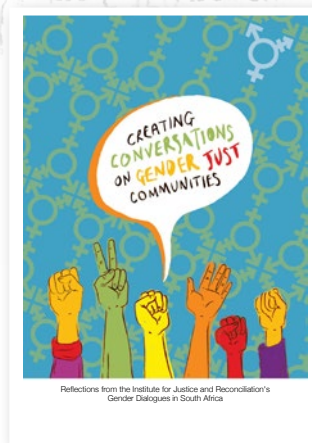
## 2017 Publications



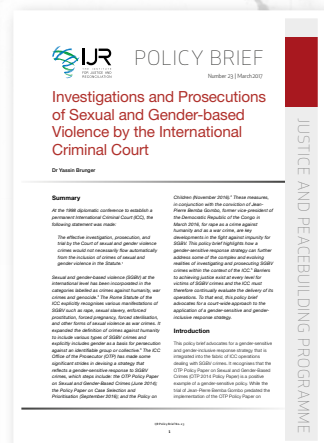
**Policy Brief No 24:**  
**Connecting TRCs to global trends: Implications for policy and practice**



**Policy Brief No 22: Sexual violence, the ICC and modern-day crimes against humanity**



**Creating conversations on gender-just communities**



**Policy Brief No 23:**  
**Investigations and Prosecutions of sexual and gender-based violence by the International Criminal Court**



# Staff and Programmes 2017

## EXECUTIVE MANAGEMENT



**Stanley Henkeman**  
*Executive Director*

## CORE PROGRAMME



**Felicia Thomas**  
*Office Manager*



**Renee Choto**  
*Head: Finance*



**Lameez Klein**  
*Senior Bookkeeper*



**Nawaal Essop  
Moses**  
*Finance Administrator*



**Elisha Kotze**  
*Head: Human  
Resources*



**Laverne Jacobs**  
*Reception*



**Shireen Stafford**  
*Office Assistant*

## COMMUNICATIONS AND ADVOCACY PROGRAMME



**Carolin Gomulia**  
*Head:  
Communications and  
Strategy*



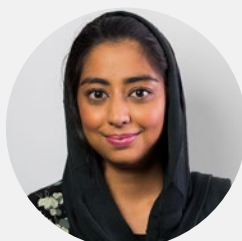
**Juzaida Swain**  
*Senior Project  
Leader: Strategy and  
Fundraising*



**Samantha Kambule**  
*Project Leader:  
Communications and  
Advocacy*



**Margo Newman**  
*Administrator:  
Communications and  
Information Systems*  
(resigned 02/2017)



**Nargis Motala**  
*Communications and  
Strategy Intern*



**Gugu Nonjenge**  
*Project Officer:  
Communications and  
Advocacy*



**Jodi Williams**  
*Project Officer:  
Communications and  
Advocacy*



**Veronique Adonis**  
*Administrator:  
Communications,  
Strategy and Systems*

SUSTAINED DIALOGUES PROGRAMME



**Ayesha Fakie**  
*Head of Programme:  
Sustained Dialogues  
Programme*



**Kenneth Lukuko**  
*Senior Project Leader:  
Community Healing*



**Nosindiso  
Mtimkulu**  
*Senior Project Leader:  
Memory, Arts and  
Culture*



**Cecyl Esau**  
*Senior Project Leader:  
Schools' Oral History*



**Eleanor du Plooy**  
*Project Leader: Ashley  
Kriel Youth Leadership  
Development Project  
and Gender Justice  
and Reconciliation*



**Adelaide Cupido**  
*Project Leader for  
Social Dialogue in the  
Agricultural Sector  
(resigned 11/2017)*



**Danielle  
Hoffmeester**  
*Project Assistant:  
Gender Justice and  
Reconciliation*



**Simone Brink**  
*Administrator:  
Sustained Dialogues  
Programme*



**Ashanti Kunene**  
*Intern: Sustained  
Dialogues Programme*



**Lucretia Arendse**  
*Project Leader:  
Education for  
Reconciliation*

RESEARCH AND POLICY PROGRAMME



**Jan Hofmeyr**  
*Head of Programme:  
Research and Policy  
Programme*



**Anyway Chingwete**  
*Senior Project Leader:  
Afrobarometer*



**Tiaan Meiring**  
*Project Officer:  
Inclusive Economies*



**Sibusiso Nkomo**  
*Project Leader:  
Afrobarometer  
Communications*



**Rorisang Lekalake**  
*Project Leader:  
Afrobarometer  
(resigned 07/2017)*



**Elnari Potgieter**  
*Project Leader: South  
Africa Reconciliation  
Barometer*



**Pamella Vutula**  
*Administrator:  
Research and Policy  
Programme*



PEACEBUILDING INTERVENTIONS PROGRAMME



**Prof Tim Murithi**  
*Head of Programme:  
Justice and  
Peacebuilding  
Programme*



**Friederike  
Bubenzer**  
*Senior Project  
Leader: Greater  
Horn and Fellowship  
Programme*



**Webster Zambara  
(PhD)**  
*Senior Project Leader:  
Southern Africa*



**Patrick Hajayandi**  
*Senior Project Leader:  
Great Lakes*



**Kelly-Jo Bluen**  
*Project Leader:  
International Justice  
and Kenya  
(resigned 07/2017)*



**Anthea Flink**  
*Administrator: Justice  
and Peacebuilding  
Programme*



**Nivrata Bachu**  
*Project Officer: Justice  
and Peacebuilding  
Programme*



**Mamello Mosiana**  
*Intern: Justice and  
Peacebuilding  
Programme*



**Stephen Buchanan-  
Clarke**  
*Programme  
Consultant*



**Tshegofatso Senne**  
*Programme  
Consultant  
(resigned 07/2017)*

IJR BOARD OF DIRECTORS

- Prof Brian O'Connell (Chairperson)
- Prof Don Foster (Deputy Chairperson)
- Stanley Henkeman (Executive Director)
- Louise Asmal
- Prof Jaco Barnard-Naudé
- Prof Hugh Corder
- Prof Lovell Fernandez
- Prof Pumla Gobodo-Madikizela
- Prof Gerhard Kemp
- Adv Dumisa Ntsebeza
- Prof Jeremy Sarkin
- Glenda Wildschut
- Nozizwe Madlala-Routledge
- Prof Deborah Posel
- Lorenzo Davids
- Prof Lourens Marthinus du Plessis
- Prof Charlyn Dyers



# FINANCIAL STATEMENTS

## Income Statement

*for the year ended 31 December 2017*

	2017 R	2016 R
<b>Grants and donations</b>	27 554 612	28 293 577
<b>Earned income</b>	1 608 820	678 928
	29 163 432	28 972 505
Management and administrative costs	(5 706 422)	(6 169 650)
Programme and project costs	(26 130 735)	(25 371 625)
<b>Net operating (deficit)/surplus</b>	(2 673 725)	(2 568 771)
Net investment income	636 326	790 890
Net gain/(loss) on investments	561 453	(159 218)
Loss on exchange	(164 606)	(227 138)
<b>Net surplus/(deficit) for the year</b>	(1 640 552)	(2 164 237)





## Statement of Financial Position

as at 31 December 2017

	2017 R	2016 R
<b>Assets</b>		
<b>Non-Current Assets</b>	<b>11 975 952</b>	<b>12 428 774</b>
Property, plant and equipment	306 661	364 053
Investments	11 669 292	12 064 722
<b>Current Assets</b>	<b>8 499 793</b>	<b>6 261 067</b>
Cash and cash equivalents	8 182 103	5 829 515
Accounts receivable	317 691	431 552
<b>Total assets</b>	<b>20 475 746</b>	<b>18 689 841</b>
<b>Funds and liabilities</b>		
<b>Funds</b>	<b>12 099 436</b>	<b>13 739 988</b>
<b>Current liabilities</b>	<b>8 376 310</b>	<b>4 949 853</b>
Accounts payable	540 757	1 261 804
Operating lease liability	170 462	263 079
Grants received in advance	7 665 091	3 424 969
<b>Total funds and liabilities</b>	<b>20 475 745</b>	<b>18 689 841</b>



# FINANCIAL STATEMENTS

## Detailed Statement of Comprehensive Income

for the year ended 31 December 2017

	2017 R	2016 R
<b>INCOME</b>		
<b>Donations and grants</b>	<b>27 554 612</b>	<b>28 293 577</b>
Australian Embassy	252 525	-
Bertha Foundation	86 488	229 000
BfdW	1 747 244	1 476 295
Canadian Embassy	139 768	-
CDD Ghana	6 422 918	3 659 556
Claude Leon Foundation	13 000	165 385
DFID	-	1 909 518
Finnish Embassy	976 613	1 157 319
George Mason University	-	367 183
George Town University	-	299 206
Heinrich Boll Foundation	7 765	204 000
Hurissa	-	50 000
Konrad Adenauer Foundation	-	28 037
MINDS	-	356 500
Royal Netherlands Embassy – Extremism	615 078	-
Open Society Foundation – HRI	195 887	-
Open Society Foundation – SA	456 561	1 105 377
Panama 17 <sup>th</sup> IACC Conference refund	34 007	-
Private Funder – Netherlands	1 348 448	1 293 364
Nedgroup Charitable Trust	70 000	-
Robert Bosch	151 912	546 233
Royal Netherlands Embassy	810 486	293 750
Royal Norwegian Embassy	4 402 697	4 246 442
SIDA	9 586 650	9 947 456
UNDP	-	324 646
University of the Free State	162 897	621 427
USIP	65 097	-
General donations	8 570	16 335
<b>Earned income</b>	<b>1 608 820</b>	<b>678 928</b>
Department of Agriculture service contract	1 322 541	643 498
Fees received	286 279	35 430
<b>Net investment income</b>	<b>1 197 779</b>	<b>631 672</b>
Net interest earned on earmarked funds	1 759	3 021
Gain/(loss) on investments	561 453	(159 218)
Dividend income	120 675	127 457
Interest earned	513 892	660 412
<b>TOTAL INCOME</b>	<b>30 361 211</b>	<b>29 604 177</b>





# Detailed Statement of Comprehensive Expenditure

for the year ended 31 December 2017 (continued)

	2017 R	2016 R
<b>Income</b> (refer page 40)	<b>30 361 211</b>	<b>29 604 177</b>
<b>EXPENDITURE</b>	<b>32 001 763</b>	<b>31 768 414</b>
<b>Management and administration costs</b>	<b>5 706 422</b>	<b>6 169 650</b>
Staff costs	3 065 945	3 462 533
Office and operating costs	2 505 420	2 557 424
Board and AGM	82 989	79 943
Audit fees	52 068	69 750
<b>Programme and project costs</b>	<b>26 295 341</b>	<b>25 598 763</b>
<b>Core programme costs</b>	<b>832 056</b>	<b>1 221 635</b>
Staff costs	12 349 515	12 203 823
Less: staff costs relating to projects	(11 841 707)	(11 349 284)
Staff training and strategic planning	265 604	228 134
Travel	53 864	114 449
Other costs	4 779	24 512
<b>Other losses</b>	<b>164 606</b>	<b>227 138</b>
Loss on exchange	164 606	227 138
<b>Specific projects</b>	<b>25 298 680</b>	<b>24 149 990</b>
Communications and advocacy	1 964 185	2 823 721
Strategy and business development	1 294 342	-
Advocacy and communications workstream	-	19 006
<b>Building an Inclusive Society</b>		
Ashley Kriel Youth Project	599 133	787 554
BIS Model	2 655 467	-
Memory, Arts and Culture	-	1 166 150
Schools' Oral History Project	-	616 883
Community Healing	-	1 295 645
Gender Justice	692 482	796 905
Teaching Respect for All	1 319 917	997 993
Deep and Sustained Dialogues Workstream	-	24 073
<b>Transitional Justice and Reconciliation in Africa</b>		
African Dialogues and Interventions	7 177 269	9 011 627
<b>Policy and Analysis</b>		
SA Reconciliation Barometer Research Project	2 582 674	1 363 144
Inclusive Economies	1 599 951	1 551 817
<b>Afrobarometer</b>	<b>5 641 874</b>	<b>3 735 113</b>
<b>Transitional Justice and Economic Crime</b>	<b>337 147</b>	<b>1 528 088</b>
<b>Social Dialogue Plan</b>	<b>872 247</b>	<b>169 940</b>
<b>Extremism</b>	<b>680 174</b>	<b>299 206</b>
<b>MINDS</b>	<b>-</b>	<b>356 500</b>
<b>Fees for management and administration costs</b>	<b>(2 118 182)</b>	<b>(2 393 375)</b>
<b>Net surplus/(deficit) for the year</b>	<b>(1 640 552)</b>	<b>(2 164 236)</b>



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# Fundraising and Business Development

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The IJR aims to ensure financial sustainability by generating 20% through earned income by 2020 as part of its new four-year strategy. As the IJR seeks to diversify its sources of income, offering services has the potential to generate significant additional earned income for the organisation.

During 2017, the organisation started a process to better understand its ability to generate revenue. This involved consultations with likeminded think tanks and within the organisation, designing service fee structures and drawing up

guidelines on how best to implement this within the capabilities of the IJR and scope of its founding documents. Additionally, a business development desk has been established to actively implement the income generation policy.

The IJR has also used previous experience and learning to reflect on its fundraising successes and shortcomings and has developed a new pathway to remain sustainable as the funding landscape has become formidable due to various influences across the world. This new pathway includes ways to improve

the fundraising culture within the organisation, developing strategies for individual giving and reviewing our own internal procedures.

In July 2017, the IJR Board, together with the IJR management team, discussed measures to address the IJR's income. It was found that a change was needed in the way income is generated and that fundraising strategies must change. This comes also in the light of the changing global funding environment as mentioned previously, specifically concerning grant donors, the IJR's main supporters. Further



points include general volatility in fundraising trends, strict guidelines/ designated funding, which limit the IJR's flexibility, and increased competition over limited funds from donor agencies.

In terms of the IJR's donor relations and stewardship, an integral part of the fundraising strategy, the Executive Director and heads of departments completed several trips to Pretoria to ensure current and potential donors and supporters are aware of the work being implemented, as well as opportunities for potential collaboration. This also allowed the IJR to maintain a physical presence in the diplomatic and donor community. The results of these meetings are illustrated by the retention rate of our core donors, as well new funding partnerships secured.

The IJR would like to thank its donors for their commitment and support. Their contributions continue to make the countries in which we work, fair, democratic and inclusive. We hope for their continued partnership and support.

## WE WOULD LIKE TO EXTEND OUR DEEPEST GRATITUDE TO THE FOLLOWING INSTITUTIONS AND INDIVIDUALS:

- Swedish Development Cooperation Agency

- Royal Norwegian Embassy, Pretoria
- Embassy of Finland, Pretoria
- Brot für die Welt
- Ghana Centre for Democratic Development
- Embassy of the Kingdom of the Netherlands, Pretoria
- United States Institute for Peace
- Australian High Commission, Pretoria
- Bertha Foundation
- Claude Leon Foundation
- High Commission of Canada in South Africa
- Robert Bosch Stiftung
- Open Society Foundation – South Africa
- University of the Free State
- Western Cape Department of Agriculture
- Heinrich Böll Stiftung
- South Sudan Council of Churches
- Nedgroup Charitable Trust
- Konrad-Adenauer-Stiftung
- Open Society Human Rights Initiative

## INDIVIDUAL DONORS:

- Wendy Lambourne
- Kathleen Sensabaugh
- Yale-NUS College
- Clarke's Books

To make a donation, visit us online or see our banking details below. The IJR is a Section 18A registered organisation and proof of your kind donation can be sent to you to include in your income tax return.

Account name:	Institute for Justice and Reconciliation
Account Number:	071524355
Account type:	Cheque
Bank:	Standard Bank of South Africa
Branch:	Rondebosch
Branch Code:	02-50-09-00
Swift code:	sbzazajj



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# Abbreviations

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<b>AfDP</b>	African Development Bank
<b>AU</b>	African Union
<b>CAR</b>	Central African Republic
<b>DRC</b>	Democratic Republic of Congo
<b>EAC</b>	East African Community
<b>HSRC</b>	Human Sciences Research Council
<b>ITI</b>	In Transformation Initiative
<b>KAS</b>	Konrad-Adenauer-Stiftung
<b>MHPSS</b>	Mental Health and Psychosocial Support
<b>NGO</b>	Non-governmental organisation
<b>NPO</b>	Non-profit organisation
<b>NPRC</b>	National Peace and Reconciliation Commission
<b>PBNZ</b>	Peacebuilding Network of Zimbabwe
<b>SADC</b>	Southern African Development Community
<b>SARB</b>	South African Reconciliation Barometer
<b>SALDRU</b>	South African Labour and Development Research Unit
<b>TRC</b>	Truth and Reconciliation Commission
<b>UCT</b>	University of Cape Town
<b>UNDP</b>	United Nations Development Programme
<b>UNMISS</b>	United National Mission in South Sudan
<b>USIP</b>	United States Institute of Peace
<b>WAFA</b>	Warrenton Ambassadors Forum
<b>YDI</b>	Youth Development Index



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# Notes

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