



# 2014 ANNUAL REPORT



## VISION

*Building fair, democratic and inclusive societies in Africa*

## MISSION

*Shaping national approaches to transitional justice and reconciliation in Africa by drawing on community intelligence, macro-trend research and comparative analysis*

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# A WORD FROM OUR PATRON

We need strong advocacy, brave leadership and smart thinking

**2014** marked 20 years of democracy in South Africa, but I fear there was less to celebrate than we may have hoped for. It remains truly heart-breaking to see how divided and unequal South Africa still is.

The Institute for Justice and Reconciliation's (IJR) latest Reconciliation Barometer, released in December, contained more than a decade's worth of data and analysis. It provided a sobering but also hopeful picture of the struggle for reconciliation. Racism and inequality clearly remain the biggest obstacles to the rainbow nation becoming a reality. We simply have to fight these scourges with more resolve. We need strong advocacy, brave leadership and smart thinking.

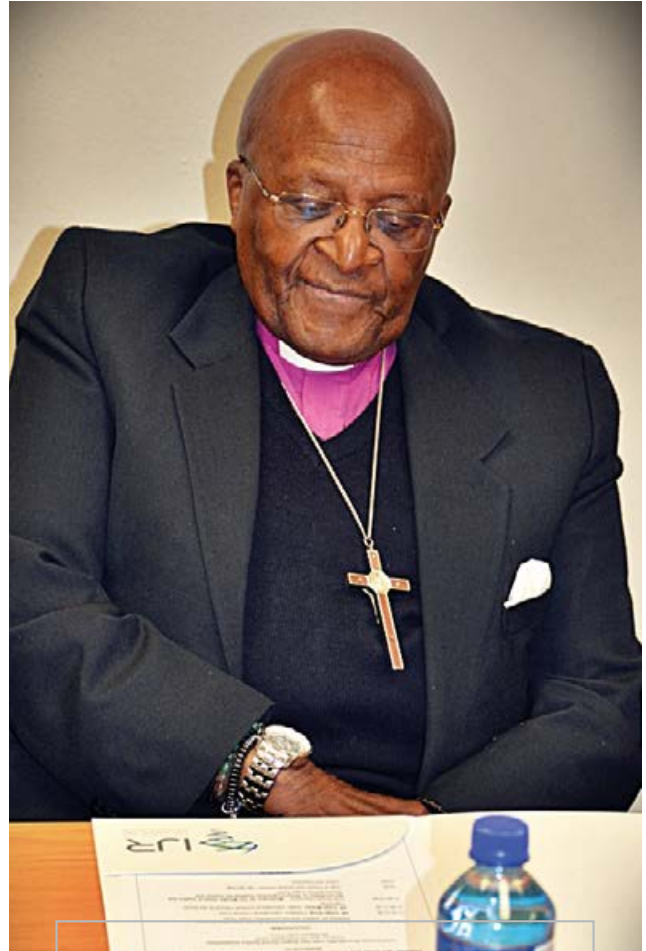
The IJR, therefore, will have a crucial role to play during the third decade of South Africa's democracy. In fact, perhaps more so than ever before. The organisation has a proud record of speaking truth to power. It has also built up a remarkable range of partners with whom it is developing fresh responses to some of the continent's deepest problems. This is true of its work in South Africa, but also in places like South Sudan, the Democratic Republic of the Congo, Rwanda, Zimbabwe, Burundi and Kenya. I urge you to read more about this work in the pages that follow.

Although obviously a drop in the ocean, the IJR's impact across the continent gives me hope for our future. Someday we will realise our dream of a fair, democratic and inclusive Africa!

I would like to thank Fanie and his remarkable team of colleagues for another very productive year, and wish them strength and wisdom for 2015.

God bless you.

Archbishop Emeritus Desmond Tutu



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# MESSAGE FROM THE CHAIRPERSON

## Strengthening our commitment to the idea and practice of humanity

Science tells us that we humans have flourished in what is perhaps one of the most benign periods of natural history. Our ancestors, we know, lived fraught lives but somehow they endured. Through resilience, adaptability and creativity they triumphed and there are now more than seven billion of us, and growing. There is an argument that at this point in earth's history, we are the planet's apex creatures with the capacity even to explore the universe.

But there is now also an abundance of evidence that we humans are experiencing, and will continue to experience, unprecedented natural and social changes and that the 21st century will present us with the most daunting challenges that we have ever faced. As mentioned in previous reports, Per Dalin and his fellow researchers speak of ten revolutions occurring simultaneously, namely:

1. the knowledge and information revolution;
2. the population explosion;
3. globalisation;
4. the economic revolution;
5. the technological revolution;
6. the ecological revolution;
7. the social/cultural revolution;
8. the aesthetic revolution;
9. the political revolution; and
10. the values revolution.

Dalin argues that these challenges will demand deep changes in the way in which we have understood the natural and social world and our place within it. These challenges require a true paradigm shift as they assail our assumptions, our conceptual frameworks, and our experiences so deeply and so comprehensively that a satisfactory response to them will necessitate a revolution, in both our thinking and acting, as heretical, seminal and courageous as that of Galileo and William Harvey.

Dennis Meadows and his MIT team agree and argue that there is a limit to growth and that the idea that the earth's natural resources are infinite and will always match human growth is a fallacy. Indeed, science is arguing that we are already exceeding what the earth can offer, that through our numbers we have long since breached the threshold of sustainability, and we cannot continue our present rates of consumption of the earth's resources. In this regard, if the Indian dream and the Chinese dream and the African dream all match the outrageous American and European dreams, we are looking at centuries, if not decades, before the world gives up on us completely.



The IJR, while focusing essentially on Africa, speaks to the human world about these challenges and the ways in which we humans have responded to them, particularly under stressful conditions. It seeks to remind us of the road that we have travelled to strengthen our commitment to the idea and practice of humanity. Through its research, publications and engagements, it tells the story of human consciousness and behaviour as it is now being displayed, and urges us, in this time of dramatic change, to embrace and propagate what is good and in the interest of humankind.

We thank our donors for their support for this necessary project. Without them, this important work would not be possible. The same can be said about the IJR Board who serve with wisdom and grace. The extraordinary commitment of the IJR staff, under the leadership of Fanie du Toit, continues to serve humankind with passion for truth and love.

**Professor Brian O'Connell**  
Chair of the IJR Board





# EXECUTIVE DIRECTOR'S REPORT

## The resonance of the South African Constitution's founding values

**T**he year 2014 is likely to be remembered. Sadly though, it will not be for celebrations of 20 years of democracy or profound reflection in the wake of Madiba's passing. More likely, 2014 will be remembered for the fragmentation, dissent and division that proliferated at almost every level of society.

South Africans bickered and clashed throughout the year, often resulting in a split or stand-off of some kind. Following the most intense and longest strikes of a generation on the platinum belt, the venerable COSATU itself, once a bastion of unified labour interests, expelled its largest affiliate, NUMSA, leaving the union federation a shadow of its former self.

Parliament – where opposition parties, bolstered by the arrival of the EFF, finally had enough of executive condescension and obfuscation – descended into chaos, prompting the ANC to display an increasing reliance on force, rather than negotiation, to contain political agitation.

With its civic structures depleted and communities still divided along racial and ethnic lines, it seems South Africa's social fabric, such as that achieved under Mandela's leadership, has begun to unravel.

While South Africans continued to squabble, the economy faltered. In December, rating agencies for the first time speculated about the possibility of downgrading South Africa to “junk status”, unthinkable only ten years ago. Corruption, along with diminished revenue and escalating service delivery costs, has cast serious doubt on the integrity of South Africa's public purse, once regarded as a strength. As if this is not bad enough, in 2015 the economy is forecast to grow at 1.45 percent – the slowest pace since 2009.

It is in this vexed context that the IJR continues to remind South Africans about the founding values of their Constitution – reconciliation and justice – values crafted from the ruins of apartheid, at a time that their realisation seemed most unlikely. The IJR's aim remains to consult ordinary South Africans on how to proceed; to help ignite possibilities for justice and reconciliation where they have been forgotten or never tried; to analyse case studies where things seem to have worked; to develop champions to upscale the work beyond our reach; and to continue the search for common answers across national borders with African peers elsewhere.

Amidst the doom and gloom in South Africa, there is increasing reason for optimism elsewhere on the continent. Africa's “rise”, limited and constrained as it has been, has nevertheless proven



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fairly sustainable. Alongside material improvements, there also appears to be a growing and genuine political will to make justice and reconciliation a legal and political priority amongst many leadership circles on the continent.

The IJR was part of a civic grouping that drove the establishment of a proposed African Union (AU) policy framework for transitional justice. It engaged the courts in The Hague directly when, through its partnership with The Hague Institute for Global Justice, it hosted the presidents of these courts, including the International Criminal Court (ICC), at the IJR offices in Cape Town, and began to put together a series of conversations to help overcome the current stand-off between the ICC and the AU which, in December, saw the ICC drop its case against the Kenyan president, Uhuru Kenyatta.

Another important development during 2014 was the significant increase in the IJR's capacity to conduct on-the-ground engagements with key regional and communal leaders in conflict. A new Great Lakes project leader, intense facilitation



and training across the whole of Zimbabwe, and a five-week-long seminar in South Sudan that drew together, almost against impossible odds, 75 key leaders from across the recent civil war divides, are all testimony to this. The IJR is poised to publish several training manuals from these engagements. The building blocks for a strong push towards “regional reconciliation” in the Great Lakes have been laid, and will lead to a series of concrete interventions to unify civic structures across national borders in various conflict systems, such as the Great Lakes and the Greater Horn, to work together to solve conflicts that run across national borders in these regions.

The IJR is poised, too, to continue its support of transitional justice mechanisms at levels where demand, and our capacity to meet it, connect. This is true of the recently-appointed Burundi Truth and Reconciliation Commission, the South Sudan Peace and Reconciliation Committee and related structures, the National Cohesion and Integration Commission in Kenya, the National Unity and Reconciliation Commission in Rwanda, and various community structures in the Democratic Republic of Congo and Zimbabwe, as well as civic structures in Zimbabwe working to prepare for that country’s National Peace and Reconciliation Commission that is supposed to have started its work already.

This emphasis on capacitation and development of local champions for reconciliation that can upscale the IJR’s impact, potentially far beyond the reach of its own structures and staff, also featured in our work within South Africa in 2014. The five-year intervention plan in five carefully selected communities made great strides in 2014. Not only have concrete publications and resources been developed from each setting – various documentaries, books, videos and manuals – but an in-depth reflection process has been set in motion to interrogate the indicators associated with progress in reconciliation at grass-roots. One aspect of this important work is a project entitled “Everyday Peace Indicators”, which has now completed its fieldwork in order to ascertain what ordinary Africans think reconciliation ought to look like. Conducted with universities in the United States and Britain, this project has important potential to enrich our thinking on community-led reconciliation processes. The IJR also enjoys a growing presence in education, and has rolled out a national training programme on reconciliation in schools through a collaboration with the Department of Basic Education and UNESCO.

Careful analysis and reflection are often casualties during tumultuous times. Therefore, the IJR’s policy and analysis work is receiving special attention, not least through its Reconciliation Barometer that issued an important and well-received report in 2014 on more than a decade’s worth of trends in reconciliation. An important intervention, too, was the IJR’s Transformation Audit, published in February, that focused on intergenerational justice. This work is placed in continental perspective, with the IJR’s successful co-option as the Southern African lead agent

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for the Afrobarometer – Africa’s leading political public opinion survey across 34 countries. This massive project was successfully integrated into the IJR in 2014 and has already shown some of its vast potential to help inform the IJR’s transitional justice and reconciliation initiatives across the continent.

The IJR has grown its capacity to fundraise, in line with its larger budget, and successfully met its 2014 financial needs, by some measure the largest budget in its history. An unqualified audit confirmed that the IJR remains a best practice NGO. Through inspiring human resource leadership, the organisation’s efforts to “practise what it preaches”, that is, to be an inclusive and fair organisation, received considerable attention in 2014, not least in terms of in-depth explorations of gender and race within the workplace. The organisation’s relocation, near to Parliament in Cape Town’s central business district, has enabled it to establish a popular new venue of civic deliberation and advocacy within striking distance from the country’s most important legislative centre.

I remain both humbled and exhilarated to be privileged to lead an organisation such as this. A warm word of thanks to our funders, our Board and my wonderful colleagues for making all of this possible.

**Dr Fanie du Toit**  
Executive Director



# OVERVIEW OF OBJECTIVES AND MONITORING AND EVALUATION SYSTEM

The IJR strives to shape national approaches to transitional justice and reconciliation in African countries by drawing on community intelligence, as well as macro-trend research and comparative analysis.

The IJR employs a comprehensive and integrated monitoring and evaluation (M&E) system, which is considered a priority for institutional learning and development, as well as for accountability to the organisation's funders, partner organisations and beneficiaries. This M&E system measures and tracks programme-level outputs, short-term programme-level outcomes, and medium-term organisational outcomes (MTOs).

However, the often subtle impact that the organisation initiates can be challenging to showcase. The IJR is also aware that it is not an independent player. It considers partnerships – both in South Africa and beyond – as integral to achieving its vision. Rather than trying to claim attribution, the IJR's M&E system measures and tracks its contribution to society-level changes. The quantitative and qualitative data measured by the M&E system assist in telling the story of the IJR and its partners' impact.

In this report, the organisation's efforts towards helping to build fair, democratic and inclusive societies is presented according to its five overarching strategic MTOs, which are as follows:



## Informing Policy Processes

Policy processes are influenced by research, analysis and diverse community perspectives.



## Producing and Disseminating Knowledge

Stakeholders gain and use knowledge about justice and reconciliation.



## Creating Inclusive Conversations

Platforms are created where personal and historical perspectives are acknowledged, prejudices challenged and inclusive narratives explored.



## Overcoming Community Divides

Divided communities are engaged in dialogue, to overcome sources of conflict.

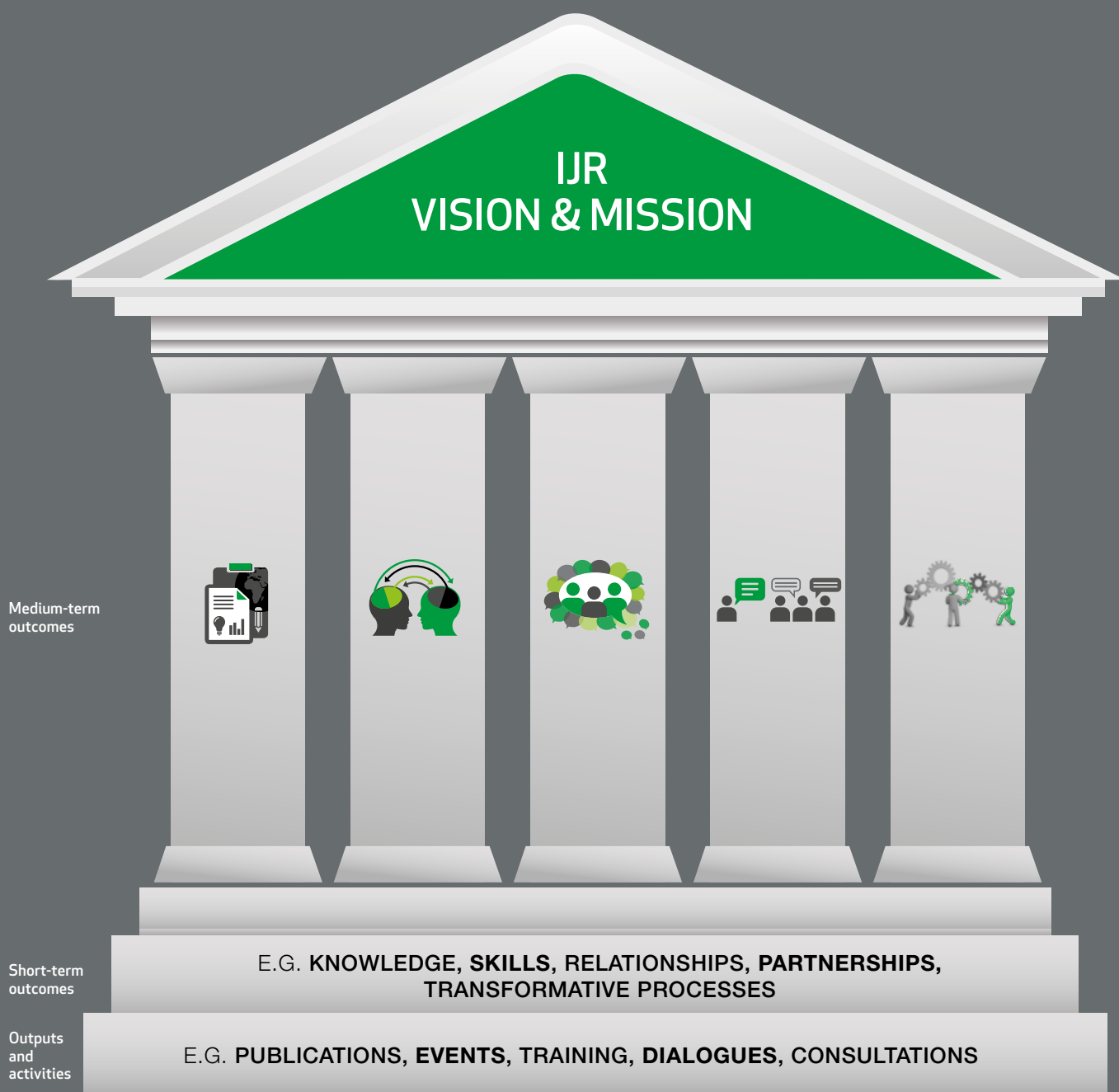


## Walking the Talk

Democratic, fair and inclusive practices guide the Institute's processes, policies and operations.



This figure illustrates how activities and outputs contribute to short- and medium-term outcomes, and ultimately to social impact.

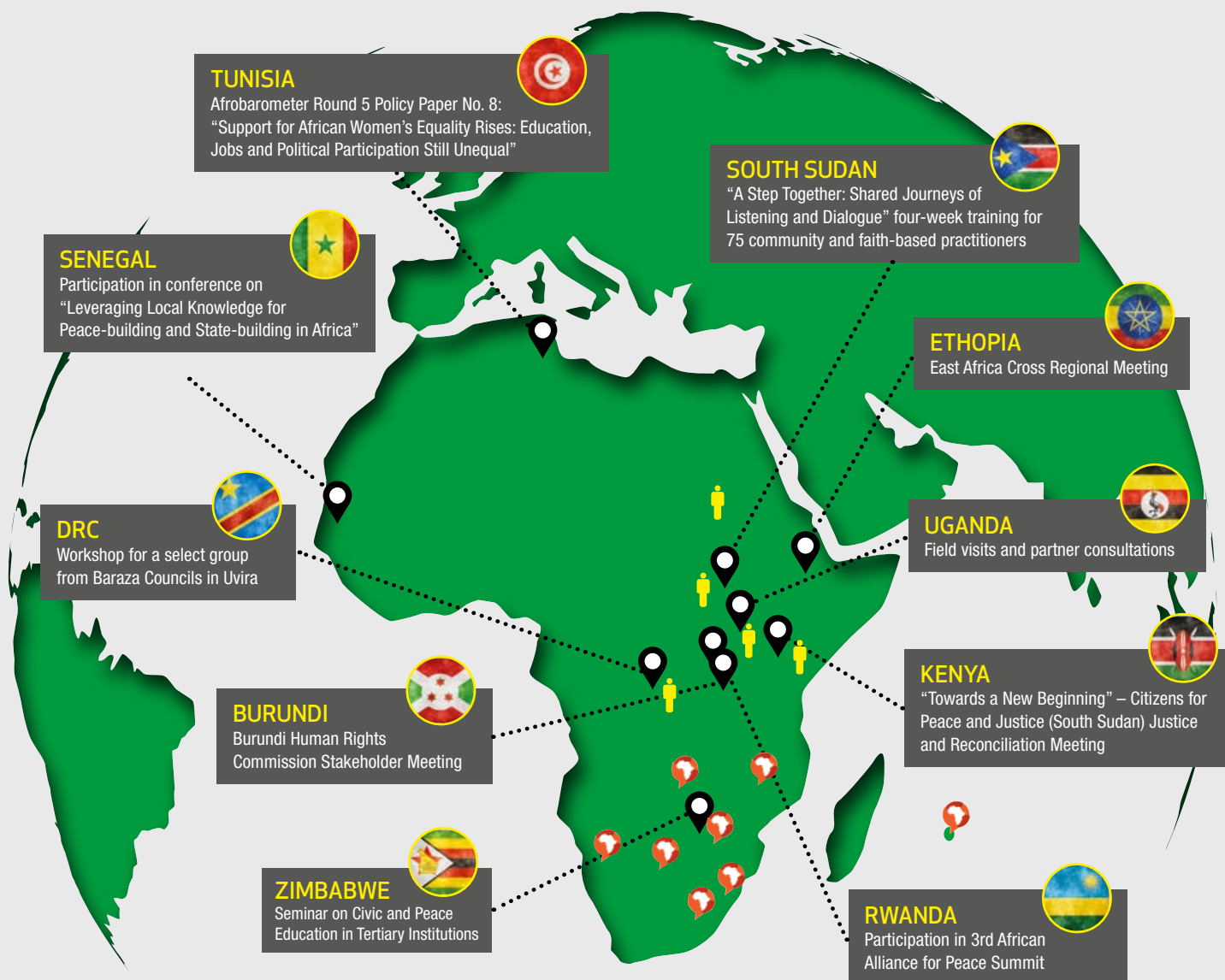




# GEOGRAPHIC FOOTPRINT



## Selected Highlights in Africa



KENYA  
THE DEMOCRATIC  
REPUBLIC OF CONGO  
UGANDA  
SOUTH SUDAN  
SUDAN



Transitional Justice in Africa Fellows  
selected from these countries

MALAWI  
LESOTHO  
MAURITIUS  
BOTSWANA  
NAMIBIA  
ZAMBIA  
SWAZILAND  
ZIMBABWE



Afrobarometer Round 6  
Fieldworker training and dissemination events



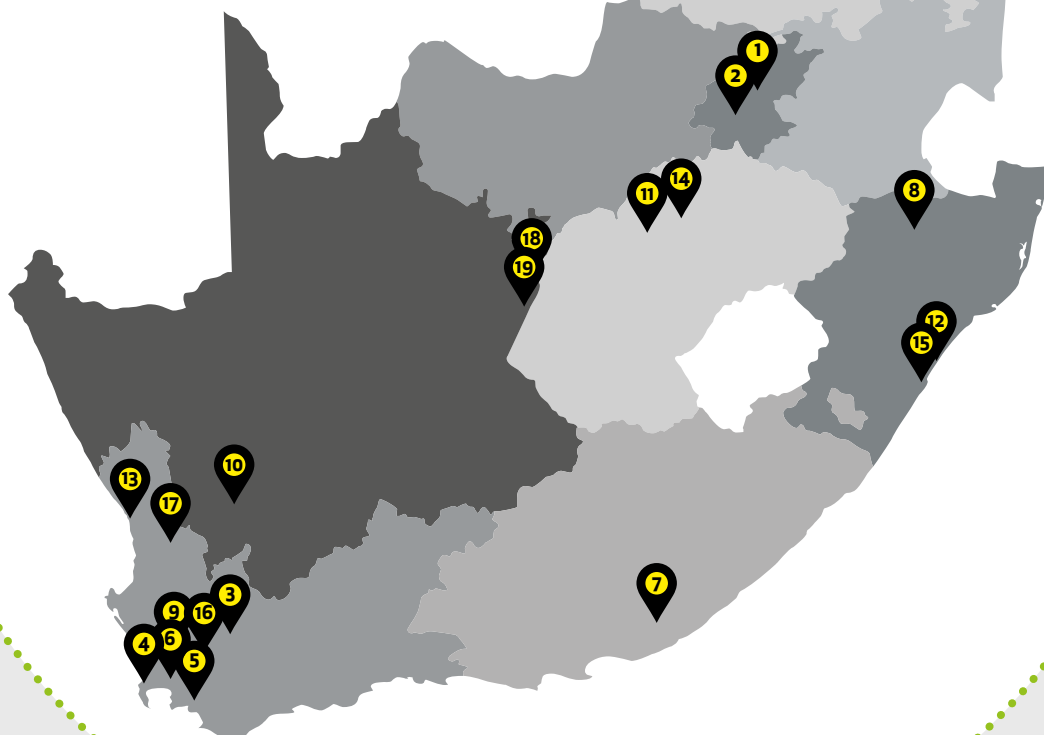
#### International Conferences and Presentations

- Q** Qatar
- S** Switzerland
- N** Netherlands
- I** Iraq
- J** Jordan
- UN** New York, UN
- F** France
- T** Thailand



#### Ongoing initiatives to help build fair, democratic and inclusive communities across South Africa

- |                       |                       |                        |                       |
|-----------------------|-----------------------|------------------------|-----------------------|
| <b>1</b> Pretoria     | <b>6</b> Stellenbosch | <b>11</b> Odendaalsrus | <b>16</b> Worcester   |
| <b>2</b> Johannesburg | <b>7</b> Grahamstown  | <b>12</b> Umhlanga     | <b>17</b> Clanwilliam |
| <b>3</b> De Doorns    | <b>8</b> Vryheid      | <b>13</b> Doringbaai   | <b>18</b> Warrenton   |
| <b>4</b> Cape Town    | <b>9</b> Paarl        | <b>14</b> Kroonstad    | <b>19</b> Windsorton  |
| <b>5</b> Grabouw      | <b>10</b> Calvinia    | <b>15</b> Durban       |                       |





# INFORMING POLICY PROCESSES



The IJR's first medium-term objective relates to monitoring and influencing policy processes by distributing analyses, research and information to key stakeholders. This is done through, for example, opinion articles published in newspapers, high-level research publications, policy briefs, conference papers, public presentations and dialogue sessions. These initiatives are aimed at high-level policy-makers, but also seek to create awareness among community leaders and educators who form a crucial link between policy processes and their actual implementation. Policy debates and policy documents are often couched in subtle language. Unless the source of the insight is directly cited, it is not easy to provide direct evidence of impact. Reading between the lines and drawing inferences are frequently required.

## Influencing national discourse through the communication of research, data and analysis

Through the Afrobarometer and the South African Reconciliation Barometer (SARB), the ability of the IJR to generate outstanding public opinion data on socio-political issues establishes it as a leading think tank in South Africa and the rest of the continent. The Afrobarometer Network covers 35 countries, with the IJR being its largest core partner, responsible for ten southern African countries. The SARB remains the only South African survey dedicated to the critical measurement of reconciliation and the broader processes of social cohesion. The Transformation Audit report represents the IJR's contribution to an improved understanding of the socio-economic factors that impact on matters of social justice and national reconciliation. The report injects its findings into the national discourse on justice in the economy. The impetus for collecting data is to ensure that it reaches the intended beneficiaries so as to influence policy processes, in order to empower citizens and organisations with scientific and reliable data to engage their government. Key stakeholders include the media, academics, civil society, political parties, private institutions, government officials and, most importantly, ordinary citizens.

The 2014 SARB, entitled *Reflecting on Reconciliation: Lessons from the Past, Prospects for the Future*, reflected on over a decade of SARB data in order to answer the broad question: are South Africans more reconciled? More specifically, it addressed the areas in which there has been improvement and where there is more work to be done. The report, which was launched on 3 December, in anticipation of the National Day of Reconciliation and the first anniversary of the passing of Nelson Mandela, received significant media coverage and contributed to national reflection on the significance of reconciliation in South Africa. A total of 49 print, 73 online, 139 radio and 55 TV features discussed the relevance of the SARB report findings for understanding reconciliation in South Africa. For example, on Friday, 4 December, following an interview with SARB Project Leader Dr Kim Wale on the *Afternoon Drive* with Xolani Gwala, Radio 702 posted an online article entitled: *Why we need a Reconciliation Barometer in 2014, more than ever!* Furthermore, the Ahmed Kathrada Foundation requested a presentation of the 2014 SARB results at a colloquium entitled *Is non-racialism at a dead end?*, held on 7 February 2015 at Constitution Hill. The aim of the colloquium was to contribute to the development

of a national action plan against racism, and key guests in attendance included former deputy president Kgalema Motlanthe and Ahmed Kathrada, as well as human rights commissioner Advocate Mohamed Shafie Ameeria.

Beyond South Africa's borders, the Afrobarometer played a significant role in influencing public discourse. For example, two public briefings in Swaziland focusing on taxation, gender and living conditions drew considerable public debate. These findings featured in the local print media, such as the *Swazi Times* and *The Observer*, under the headlines *32% of Swazis' living conditions worsening*, *Over 70% of women do not understand politics*, and *Swazis staying away from politics*. In Mauritius, survey results received wide media coverage, igniting debates and further requests for the data from key stakeholders like the police and the Independent Commission Against Corruption. In South Africa, the global release report on lived poverty (from merged datasets from the 35 countries surveyed by Afrobarometer) led to the opposition party, the Democratic Alliance, demanding a parliamentary debate on Zuma's management of the economy.

The accuracy of the Afrobarometer surveys in predicting electoral outcomes has helped to establish it as one of the most reliable and trusted social surveys of its kind on the African continent. The Malawi survey findings, which were released in May, predicted the election outcome and were widely covered by the media. The results, which were released through a dispatch entitled *Malawi's 2014 Elections: Amid Concerns about Fairness, Outcome is Too Close to Call*, showed Dr Peter Mutharika's Democratic Progressive Party leading the campaign – contrary to the findings of all the other polls conducted at the time. The results generated a flurry of controversy prior to the election. After the election, when Dr Mutharika did indeed win, compliments and congratulations were offered to Afrobarometer for the quality of its work. The main media outlets (both local and international), as well as blogs and other commentaries, cited Afrobarometer findings. In fact, one of the first media houses to announce the results of the election cited Afrobarometer survey findings.

The outputs of the Afrobarometer also found bearing in policy processes. In Botswana, for example, Dr Jeff Ramsay, the Deputy Permanent Secretary for Media in the Ministry of Communications, regularly uses Afrobarometer survey findings



The Transformation Audit report represents the IJR's contribution to an improved understanding of the socio-economic factors that impact on matters of social justice and national reconciliation. The report injects its findings into the national discourse on justice in the economy.





in his articles that are published in the local newspapers. In 2014, he also explicitly endorsed the Afrobarometer as a credible, independent research project in an article that appeared in the *Weekend Post* newspaper.

The 2013 Transformation Audit report, titled *Confronting Exclusion*, was launched at a breakfast briefing in February, where leading economist Dr Iraj Abedian presented his featured article on intergenerational justice. The launch, which was anchored on this theme, convened stakeholders from the media, government, academic, business, diplomatic and donor communities. The central tenet of the talk was a rallying call for those in power, especially individuals holding public office, to prioritise the welfare of future generations by making the necessary pecuniary and non-pecuniary investments. Against the backdrop of the Public Protector's Nkandla report, this briefing placed great emphasis on the responsibilities of the current generation towards future generations and, in turn, was able to contribute to national discourse on leadership and public accountability.

### Influencing developments in education

The IJR's longstanding relationship with the Department of Basic Education (DBE) in South Africa recognises the crucial role that education plays in helping to develop societies, specifically those tasked with overcoming tumultuous pasts. In 2014, the IJR was selected as the DBE implementing partner of a UNESCO project called *Teaching Respect for All*. Through this partnership, the IJR was invited to present its key insights on the topic of *Multiple Woundedness and its Effects on Education*, on behalf of South Africa, at the UNESCO headquarters in Paris. The IJR subsequently introduced the *Teaching Respect for All* concept to educators in five of the nine provinces across South Africa during 2014. In these workshops, the IJR explored some of the historical reasons for the lack of respect within society and, more particularly, examined how this impacted schools. Discussions between the IJR and participating educators helped to highlight that the lack of respect in schools could be attributed, in part, to a lack of respect for self and others. Educators were also encouraged to reflect on how an already strained culture of teaching failed to foster positive learning environments in many South African schools. Many educators acknowledged that they may have contributed to the present crisis in education by unconsciously applying the rationale for Bantu Education to the way in which they taught and managed the current curriculum. These sessions were often concluded with educators committing to changing their low expectations of themselves and their learners, and to challenging their unions to play more positive roles in advancing quality education. Many educators hailed the *Teaching Respect for All* concept as timely and relevant.

Similarly, the IJR also worked with the Zimbabwean Ministry for Education and is proud to report that the school curriculum on Civic Education, which was strongly influenced by the IJR, was endorsed by the Zimbabwean government in 2014. The approval of the Civic Education syllabus is an achievement reached after a long process of engagement that culminated in the revision of the primary school social studies syllabus, organised by the IJR in July 2012. By targeting the school curriculum, the IJR has taken a mid- to long-term strategic approach to building sustainable peace, by changing people's

attitudes through the education sector. The IJR will build on this success by facilitating the introduction of Civic Education in tertiary institutions, training educators in the subject, while monitoring and evaluating the implementation of the new syllabus in schools.

### Influencing international justice through international discourse

The IJR helped to influence the international discourse on transitional justice concerning the international global governance system – the International Criminal Court and African Union – through the delivery of papers at key conferences and seminars. The IJR's executive director Dr Fanie du Toit and head of the IJR's Justice and Reconciliation in Africa Programme Dr Tim Murithi presented papers on inclusive reconciliation at the United Nations Development Programme conference in September, in Johannesburg. In May, the IJR also participated on a panel, themed *Dialogue on Current Scenarios between the African Union (AU) and the International Criminal Court (ICC): The Pursuit of Collaboration*. The meeting was organised by the Friedrich Ebert Stiftung office in Addis Ababa, Ethiopia and also included Prof. Vincent Nmeihelle (director of the Office of Legal Counsel of the African Union Commission), Prof. Herta Däubler-Gmelin (former minister of Justice of the Federal Republic of Germany), and Mr Steve Lamony (senior advisor of the AU, UN and Africa situations, based at the Coalition for the ICC – a non-governmental organisation based in New York). The meeting generated a series of policy recommendations for the improvement of the relationship between the AU and ICC. In addition, alternative approaches were examined to ensure redress and reconciliation in war-affected and post-authoritarian countries in Africa.

A major culmination of the work on international justice took place on 10 September 2014, when the IJR, in collaboration with the Embassy of the Kingdom of the Netherlands in South Africa, hosted a roundtable discussion entitled *Lessons from South Africa for International Justice: Negotiation and Reconciliation – CODESA, TRC and Negotiated Political Settlements*. The IJR welcomed leaders from several Hague-based international legal institutions, notably Judge Sang-Hyun Song, President of the ICC, and Judge Bakone Justice Moloto, a Presiding Judge on the International Criminal Tribunal for the former Yugoslavia (ICTY), to its offices to debate transitional justice and reconciliation.

At the event, which began with a private audience with Archbishop Emeritus Desmond Tutu, Judge Song stated that:

*"...in the wake of periods of gross human rights violations, criminal trials are essential to bring about accountability and justice, but are incomplete if not linked with a victim-oriented approach, reconciliation initiatives, and institutional reforms which comprehensively support a transition from conflict to peace or from oppression to democracy."*

A key lesson that emerged from the South African experience was the importance of emphasising a victim-centred approach to justice. Emphasising the importance of the victim within the field of transitional justice encourages the view from the perspective of those who are most affected and traumatised.



From left to right: Mr Matias Hellman (External Relations Advisor, International Criminal Court); HE Hugo Siblesz (Secretary-General, Permanent Court on Arbitration); HE Judge Bakone Justice Moloto (Judge, International Criminal Tribunal for the Former Yugoslavia); HE Judge Sang-hyun Song (Former President, International Criminal Court), and HE Judge Abdulqawi Ahmed Yusuf (Judge, International Court of Justice, and Head of the Dialogues on Peace and Justice Delegation) visit the IJR

A victim-centred approach allows for a more nuanced approach to dealing with the past and addressing the needs for justice and reconciliation.

The experience of the ICC and the ICTY offers lessons in managing expectations, particularly relating to what criminal tribunals can realistically be expected to achieve regarding truth recovery and laying the foundations for redress. The South African context exposed the difficulty of demanding justice from those who voluntarily subjected themselves to the accountability process during the Truth and Reconciliation Commission hearings.

*"Peace need not come at the cost of justice and rule of law. Nor should justice come at the cost of enduring sustainable peace and broader reconciliation."*

– Judge Bakone Justice Moloto, ICTY

In a follow-up email, the Embassy of the Netherlands echoed the sentiments of the guests:

*"My sincere thanks to you and IJR for the role you played in making the Embassy's Dialogues on Peace and Justice project such a resounding success. It is assured that the breakfast with Archbishop Tutu and the opportunity to learn from South Africa's experience of conflict resolution during the IJR roundtable were two of the great highlights of the delegation's visit, and the subject of much of their conversation. The Embassy strongly believes that it is dialogues such as these which foster understanding on issues of global justice. I look forward to much continued fruitful co-operation with IJR."*

– Mr. Robert-Jan Siegert, Chargé d'Affaires a.i.,  
Embassy of the Kingdom of the Netherlands, Pretoria



# PRODUCING AND DISSEMINATING KNOWLEDGE



This second medium-term objective relates to knowledge production and sharing, often through training. The IJR's capacity-building and education programmes operate in an environment where theory is regularly challenged by the immense complexity of political transition. The search for justice and reconciliation may also differ quite considerably from one context to another. The IJR is committed, therefore, to producing regular and current analyses and research findings which are shared with a diverse range of stakeholders, with the aim of informing crucial decision-making processes in transitional societies – challenging current perceptions, building the capacity of African institutions tasked with guiding transition, and stimulating further investigation and research. In this regard, the IJR's historic link to the South African Truth and Reconciliation Commission, and its privileged access to South African and other African experts, enable the organisation to field highly experienced teams to conduct capacity-building workshops and seminars.

## Contributing to the establishment of an African network of justice and reconciliation practitioners

The field of transitional justice continues to grow on the African continent. Evidenced by the emergence of transitional justice policies in Uganda, South Sudan and at the African Union, the need for capacity-building and training on this topic has become stronger than ever. As such, the IJR's Transitional Justice in Africa Fellowship Programme, the only programme of its kind in Africa, continues to generate significant interest, with a high number of applications received from across the continent each year. In an effort to enhance the content of this three-week training, which offers global perspectives on justice and reconciliation, the IJR collaborated with the Hague Institute for Global Justice (THIGJ), thereby expanding the 2014 Programme beyond its usual visits to Johannesburg and Cape Town, to also include The Hague.

The eight fellows, selected from Kenya, the Democratic Republic of Congo, Uganda, South Sudan and Sudan, each spent three days in Johannesburg, ten days in Cape Town, followed by a week in The Hague. Their time was spent learning, exchanging ideas and debating issues related to justice and reconciliation. Some of the broad thematic areas that were explored included memorialisation, an introduction and background to transitional justice, truth-telling in South Africa, sequencing, gender and transitional justice, and trauma and reconciliation. In The Hague, fellows visited the Special Tribunal for Lebanon and Yugoslavia, the Peace Palace and the International Criminal Court.

To ensure a two-way learning process for fellows, as well as the IJR and THIGJ, the fellows were given the opportunity to present their countries' transitional justice landscape to both organisations. This is one way in which the Fellowship Programme continues to play the critical role of sharing the IJR's unique insights on reconciliation in Africa, while also ensuring that programming is shaped by local expertise and insider knowledge. The Fellowship Programme also provides the opportunity for the IJR to develop new partnerships with like-minded individuals and organisations based in target countries. As testimony to the value of this Programme, fellows had the following to say:

*"The programme has helped me grow academically and I believe that the concepts I mastered will be of help in my current organisation."*

*"The fellows came from diverse country and professional backgrounds (i.e. non-legal and legal) and this enabled me to appreciate Transitional Justice from not only different country contexts but also different perspectives."*

*"Thank you for the opportunity of participating in the 2014 fellowship programme! I have learnt immensely and look forward to implementing what I have learnt into my organisation's future programming. The programme was well organised and the selection of speakers was well done. The expertise of the speakers was commendable. The choice of sites to visit was well selected and relevant. Please keep it up and I am proud to be an IJR-THIGJ fellow."*

## Sharing knowledge through training, materials and resources

Funded by Pact Sudan in 2014, the IJR, in collaboration with the Committee for National Healing, Peace and Reconciliation (CNHPR) in South Sudan, crafted a training to begin the journey of building a cohort of reconciliation ambassadors for South Sudan. The CNHPR hosted a four-week training from 1 to 29 October, in the town of Yei located in the Central Equatorial province. The training, entitled *A Step Together: Shared Journeys of Listening and Dialogue* united more than 75 community and faith-based practitioners from across South Sudan to share their knowledge and experiences with each other. The participants were equipped with concrete skills and knowledge on facilitation, as well as on theories and approaches to reconciliation. The training was facilitated by the IJR, with consultant Rob Lancaster (Inside Change) and in collaboration with a variety of individuals and organisations from South Sudan and beyond. The objective of the training was to equip participants with the character- and competency-based skills and knowledge that would prepare them to begin the process of conducting community dialogues and consultations about CNHPR's intended aims, as well as the reconciliation



Participants of the IJR and the Hague Institute for Global Justice's Transitional Justice Fellowship Programme visit The Peace Palace in The Hague







*A Step Together: Shared Journeys of Listening and Dialogue graduation ceremony in Yei, South Sudan*



© Jenn Warren

prospects for South Sudan more broadly. The Yei trainees will form the foundation of an active, committed, nationwide network of Peace Mobilisers, trained by CNHPR to conduct community consultations. In 2015 and 2016, approximately 550 of them will travel throughout South Sudan, conducting and documenting extensive and in-depth community consultations. The recommendations from the consultations will then be presented at county conferences, followed by state conferences, and will culminate at a national conference to be incorporated into a National Reconciliation Agenda. Although extremely challenging and ambitious, feedback illustrates the success of this endeavour:

*“One thing I just want to share with you is the happiness which I have gotten from this training. In fact, following the December crises, I have never been so unhappy in my life. I didn’t even attend Christmas or any other celebrations because I see our people have killed each other. In fact those things really make me upset and I lost hope. But when I came to this training, this training has strengthened me much. In you, I can see a sign of peace. Through you, hope is born again in me. And I hope when we go back, there are two forces now, there are those people doing the chaos, destroying our country whilst there are people working for the betterment of this country and its people. Because of these things I am really very glad and that is why I have taken this opportunity at least to come and share this with you.”*

– Yei training participant

The IJR’s Southern Africa Project completed a community healing training manual for Zimbabwe in 2014. Following the initial strategic planning meetings held with partners in Zimbabwe in March 2014, a workshop to revise the Community

Healing Training Manual was successfully held with participants from the Peacebuilding Network of Zimbabwe (PBNZ) from 14 to 16 May. The workshop brought together 14 co-authors of the seven modules, who presented their papers after initial editing by the IJR. From 5 to 7 November, the IJR hosted a follow-up “Training of Trainers” workshop to reinforce the training capacity of a core group of PBNZ members. This core group will use the training manual in their community healing and peacebuilding work in Zimbabwe. The IJR will continue to offer professional and technical assistance to maximise the relevance of the manual to improve their work, while at the same time monitoring and evaluating its effectiveness. The IJR received encouraging feedback, such as the following, from those that attended the workshop:

*“The IJR workshops that led to the production of the Community Healing Training Manual for Zimbabwe had a cumulative effect of bringing us closer together as a network. We had not jelled before this process.”*

– Mr. Fidelis Mudimu, PBNZ chairman

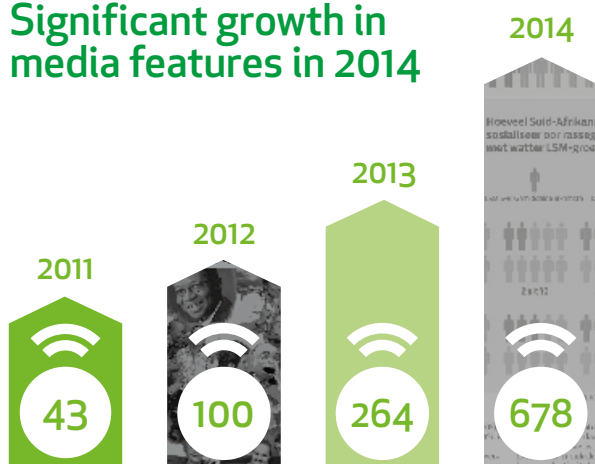
### Disseminating information and deepening debates through media and online presence

The IJR’s media participation, which includes print, online, radio and television features, has considerable potential to increase public awareness about the organisation’s research and insights, and helps to influence and nuance local, national and international discourse about social justice, reconciliation and related themes.

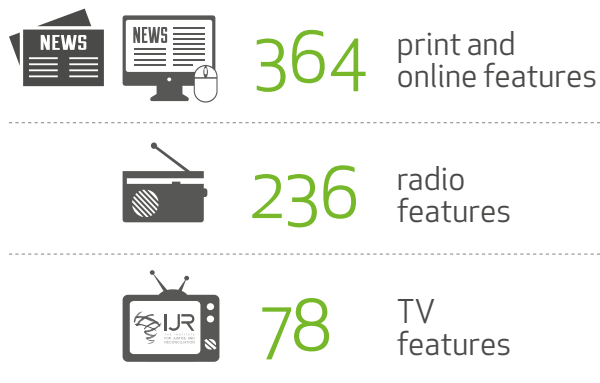
The IJR’s communication strategy also emphasises online presence, which includes the organisation’s website, Facebook, Twitter and YouTube profiles.



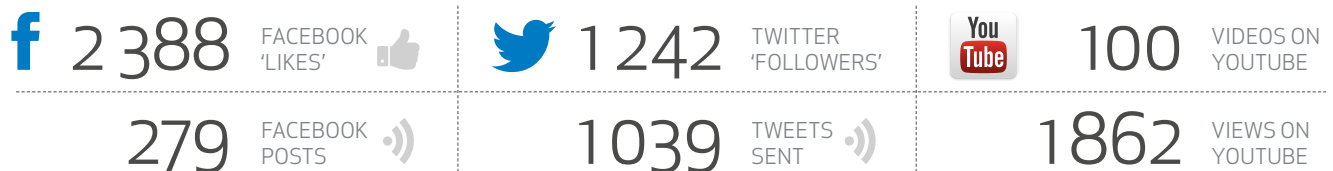
## Significant growth in media features in 2014



## Media features included:



www.ijr.org.za received an average of 3015 visits per month



*A Step Together: Shared  
Journeys of Listening and  
Dialogue training in Yei,  
South Sudan*





# CREATING INCLUSIVE CONVERSATIONS



Through this third medium-term objective, the IJR strives to create platforms for personal and historical perspectives to be acknowledged, prejudices challenged and inclusive narratives explored. The IJR emphasises oral history as a tool for reconciliation. That is, finding and recording stories about the past that people often share informally with one another without necessarily writing them down, and using these stories in innovative ways to foster a greater sense of belonging within, and between, communities. These stories about where we come from and who we are provide powerful avenues towards reconciliation. They also give participants a sense of renewed confidence and self-respect, as well as deeper insight into who others really are. As a result, participants become aware of how relationships can be built across traditional divides.

## Creating safe spaces for youth to share their stories

According to the United Nations Populations Fund, 66 percent of South Africa's population is under the age of 35 years old. 42 percent are between the ages of 14 and 35, with two million South African youth neither employed nor in educational institutions. While most of South Africa's current youth population did not live under formal apartheid, its harsh legacy of structural inequality in terms of race, class and gender, remnants of Bantu education and disturbingly high school drop-out rates severely limit possibilities for realising the kinds of lives envisaged in the country's Constitution.

Initiated in 2004, the intention of the IJR's Ashley Kriel Youth Leadership Development Project (AKYLDP) was to honour the anti-apartheid activism embodied in youth leaders like Ashley Kriel, as inspiration for active participation of youth in the design of their futures. Since 2012, the AKYLDP has grown into a fully fledged youth leadership development intervention, with specific focus on bringing together young people from polarised socio-economic realities, to engage in key issues impacting them.

The AKYLDP consists of four main components: workshops, dialogues, a youth camp and the annual memorial lecture. At the start of each year, the Project hosts a youth camp which brings together young people from across the Western Cape for a residential youth leadership development camp. The youth who attend the camp also take part in the year-long leadership programme.

Throughout the programme, participants engage in facilitated conversations in which they explore many difficult issues relating to justice and reconciliation. By creating safe and supported spaces, where diverse narratives can be explored, participants gain the confidence to share their own stories. This, in turn, enables them to be more accommodating of their peers' stories.

*"I learnt that even though some people may come from different places and have different experiences in their lives they (we) are still human and we still care about others and helping our community. We feel as if we have a common purpose. I also learned to open up more and express my views on the topics we talk about even if it sometimes makes me feel uncomfortable."*

– Jade Morris, AKYLDP participant

*"Today I got to really think of where I come from, not just about the place. What shapes me, where do my views come from, the influence behind? I could relate to other people's stories."*

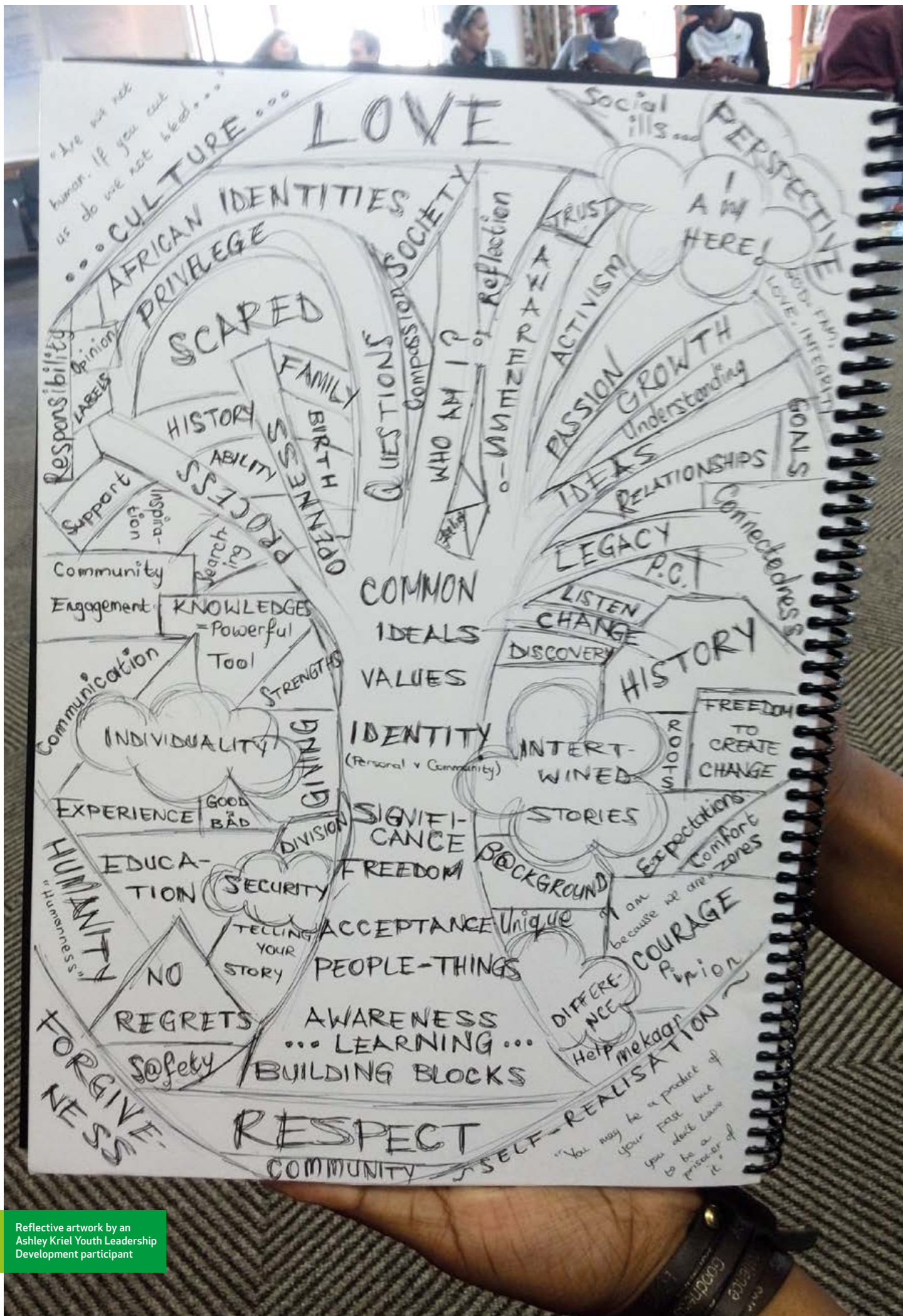
– Andiphe Ndlebe, AKYLDP participant

Sharing and listening are important contributors to reconciliation. They allow for the acknowledgement and appreciation of the other. Participants are further encouraged to implement the dialoguing skills developed, outside of spaces and opportunities facilitated by the IJR. One of the participants, a student at an agricultural college, was inspired to use what he had learned from the AKYLDP to create a platform for white students at the University of Stellenbosch to engage issues of race and privilege. He initiated and organised debates to raise awareness and to offer his fellow students opportunities for meaningful discussion and reflection.

## Exploring inclusive histories in small towns

The Schools' Oral History Project uses personal and community narratives to challenge exclusive and contested narratives and to explore more inclusive ones. Various approaches are pursued to develop frameworks within which the ideas of 'the production of history', 'local history', '(in)visibility' and 'agency' can be explored. It is believed that this will contribute to a more dynamic understanding of history and will provide strategies that participants can incorporate into their own lived experiences, to collect and shape local community histories. Participants become equipped with documentation skills and skills for engagement with local citizens, allowing them to co-create 'desired histories'.

While the Project runs in several focal areas across South Africa, in 2014 it was mainly concentrated in the small towns of De Doorns, Doringbaai, Clanwilliam and Villiersdorp, where economies are driven by the labour of some of the most marginalised sections of South African society, namely farm workers and fisher-folk. Participants were mainly older generation South Africans who had experienced decades of severe oppression, discrimination and marginalisation. Most of them could recall what life was like in each decade of the struggle for liberation, and also witnessed the dawn of democracy. Participation in this project offered them an opportunity to tell their stories and assert their dignity. Through the process,



Reflective artwork by an Ashley Kriel Youth Leadership Development participant





Filming of the fourth season of *African Identities*, with Brother Clement Sithole, in Vryheid, South Africa

participants indicated that they were able to close the chapter on a painful part of their lives and to feel re-humanised. The work in these communities offered a vital alternative to dealing with 'woundedness' at a communal level, allowing for 'closure' where individual psycho-social support was not available.

In the towns of Worcester and De Doorns, young people also benefited from participation in the Project by learning about the value of inclusive and multiple narratives of the past. Not only were they given the opportunity to develop their research and interviewing skills, but at least 40 percent of them were inspired with new ideas for potential career choices, including journalism. Some of the other outcomes included the realisation that one needs to be disciplined and meticulous when conducting research, and that skills such as listening and documentation are crucial. Some learners also indicated that their participation in the Project taught them to be more respectful of older people.

The Project also ran in the small towns of South Africa's Northern Cape, specifically Warrenton, Windsorton, Jan Kempdorp, Pampierstad and Hartswater. These towns form a corridor along a national road, which is also a dividing line between black and white inhabitants of the towns. The IJR's presence in Warrenton since 2012 culminated in the establishment of the Magareng History Society. The multi-racial nature of this organisation is a strong indication of progress made in uniting citizens from different backgrounds. For the first time, locals were able to create safe spaces to examine the divided history of the country and their own town. It further presented the potential to promote a more nuanced and inclusive understanding of history, as opposed to the single prevailing narrative, recorded by the white Dutch Reformed Church.

The IJR also uses short films as a tool to generate inclusive historical narratives. In 2014, the IJR released the fourth instalment of its acclaimed series of *African Identities* documentaries,

this time focusing on the small town of Vryheid (which means 'freedom'), in KwaZulu-Natal. This series features personal narratives and reflections on identity from a diverse group of residents. Black, white, coloured and Indian Vryheid residents shared their stories of marginalisation, hope, fear, anger and disappointment with the process of democracy to date. A joint exploration of Afrikaner and Zulu musical heritage in the community created fertile ground for opening minds and fostering appreciation of the other. Indications are that the trust and respect generated during production of the films extended beyond the participants, to also include participants' families and other residents in the town who became aware of this creative reconciliation project. These documentaries captured the pain of exclusion, as well as the challenges of encouraging an inclusive society to emerge from a divisive past. Tracey-Anne Moolman, a white middle-aged woman who is married to a conservative school educator, said:

*"...without participating in the project, I would not have had the confidence I now have. I was in a dark hole and the project gave me my spunk back. I now feel confident to talk to people and to listen to what the other person has to say."*

The IJR has identified Tracey-Anne's potential, beyond the film project, to play a central role in facilitating further interracial engagement in Vryheid.

Kurt Robson, a young coloured DJ who confronted his personal experiences of marginalisation, appreciation for his own identity and for the diversity in South Africa, said about the project:

*"It has helped me understand that we are all coming from different narratives, we see the past differently, we all want what is best for our country and we are all South Africans."*





# OVERCOMING COMMUNITY DIVIDES



This penultimate medium-term objective focuses on the mediation of sustained face-to-face encounters and dialogue processes, specifically between former enemies and political opponents. Peace agreements often rely on pragmatic consensus among the elite, which discounts the entrenched roots of conflict. The IJR seeks to provide appropriate platforms for dialogue, where necessary, in order to overcome the legacy of divided histories in South Africa and other African countries.

## Engaging divided communities through multi-stakeholder dialogues

The Multi-Stakeholder Dialogue (MSD) approach is the IJR's preferred methodology for community and stakeholder engagements. This approach draws together a range of people from different backgrounds and experiences, to exchange perspectives on common issues and challenges, towards finding new ways of engaging. Considering the reconciliatory, bridge-building role of the IJR, when such a methodology is effectively applied, it enables constructive conversations across deep divides.

MSDs are credited with having the potential for inclusive engagement – thinking together, rather than thinking individually – resulting in dialogic decisions, based on collective intelligence, for lasting change. Improved decision-making facilitates a greater likelihood for the implementation and follow-through of processes, increasing the possibilities for inclusion and the development of intersectional relationships. MSD brings together those with a vested interest in the process of creating change from current conflicts – whether social, economic, political or psychological. The interactive communication of MSD involves all parties and focuses on increasing the understanding of the relationships *between* stakeholders, thus building trust through engagement.

MSDs become a viable alternative to the verbal brawling that characterises South African society. In one such dialogue, conducted by the Ashley Kriel Youth Leadership Development Project, participants engaged in robust discussion about the lack of white people's participation in discussions about apartheid. In a bold contribution, one white participant acknowledged a general lack of white interest in dialoguing, but challenged her fellow participants to acknowledge that *she was there*. So profound were her words that a black participant related, as part of a reflection exercise, how his own thinking about white participation in reconciliation processes was challenged by that statement.

The IJR's dialogue projects have proven helpful in focus areas within the Eastern Cape. With significant social justice challenges facing the community of Grahamstown, the IJR facilitated inclusive engagements amongst the different racial groups, with a view to building the trust and respect needed to help realise a unified approach when striving for an inclusive community. A significant cultural shift came during an inter-

generational dialogue on culture, when young and old participants were able to share experiences and insights about the past, present and their hopes for the future. This is significant in the context of the local Xhosa culture where the role-definitions between adults and young people are strictly defined, and youth challenging their elders is frowned upon. This breakthrough came as a direct result of the IJR's commitment to building intergenerational and intercultural relationships, and to developing trust that results from safe spaces for engagement.

The IJR's MSD methodology has also found resonance beyond South Africa's borders, with 75 Community Peace Mobilisers in Yei, South Sudan, learning about this approach to overcoming community divides.

## Preparing the ground for difficult conversations in Rwanda and DRC

A visit to the National Unity and Reconciliation Commission in Kigali became a starting point for collaboration between the IJR, Shalom Educating for Peace (SEP), and the National Unity and Reconciliation Commission (NURC) on a project aimed at building capacities for the 30 country-wide Forums for Reconciliation in Rwanda. The Forums bring together people from different layers of society with the purpose of promoting reconciliatory initiatives, especially at the community level. The NURC has created the Forums as a permanent decentralised structure, in order to facilitate the process of reconciliation across the wider society. From 18 to 22 August, the IJR and SEP organised a workshop in Rulindo District, Rwanda, bringing together members from 10 of these Forums from different districts across the country. Consistent with the goals of the NURC, the workshop aimed to strengthen capacities of the Forum members to foster dialogue and reconciliation initiatives at the grassroots level. The IJR had the unique opportunity to share the experiences drawn from South Africa and other African countries where it has ongoing programmes. During the workshop, participants learned new approaches to fostering the reconciliation process in a social context, where wounds from past atrocities are still open, and where it is critical for people to learn how they can once again build mutual trust. Increased community dialogue was identified as a firm platform, allowing people to articulate their concerns and generate solutions collectively. The workshop was the first in a series of activities that will be undertaken in order to make a contribution to the Rwandan reconciliation process. A workshop participant noted:



Members of the Forum for Reconciliation at a workshop organised by the IJR and Shalom Educating for Peace, in Rwamagana District, Eastern Province of Rwanda

*“At the individual level in Rwanda people still have a long way to go in order to be truly reconciled. This workshop became a time for self evaluation. It urged me to think about the impact my work is making in the field of reconciliation.”*

– T. Nyiramahoro, Kirehe District, Rwanda

Another said:

*“The NURC cannot conduct the process of reconciliation in Rwanda by its own. Partnership with different organisations is key to success. The support of a partner like IJR is something we value. The work related to promoting reconciliation calls upon us to make some sacrifices. It is imperative to strengthen our partnerships in order to overcome the remaining challenges on our road to reconciliation.”*

– D. Umurungi, National Unity and Reconciliation Commission of Rwanda

In December, the IJR and the local NGO Central Africa Conflict Prevention Association held a workshop for a select group from Baraza Councils in Uvira, in the Democratic Republic of the Congo (DRC). Baraza Councils are groups of local and ethnic leaders that play a key role in local and political

governance, security matters, settling local conflicts, and the resolution of land disputes. They interact directly with the local population from the grassroots level and with the administration at the higher level. The recurrent conflicts in the region show that these groups have not been able to optimally play their role in contributing towards reconciliation. One of the reasons behind this failure is their lack of capacity and technical expertise in guiding and sustaining reconciliation initiatives. The training workshop sought to respond to this challenge by empowering community leaders with skills that enabled them to contribute to reconciliation and conflict transformation. Training on the engagement of community dialogue is intended to enhance the prevention of conflict in South Kivu and impact upon the bordering regions. Thirty members of Baraza Councils, composed of traditional and local leaders (from traditional, churches, political and women’s groups) were brought together in this training dialogue initiative. As a bottom-up approach, local leaders and, particularly, the representative of each demographic group benefited from the reconciliation programme and transferred the skills that they gained towards establishing and consolidating peace in their communities. The intention is that this will have a ripple effect across the province of South Kivu and lay the foundation for reconciliation throughout the Great Lakes Region.





# WALKING THE TALK



The IJR team at its annual strategic planning retreat



This final objective seeks to ensure that democratic, fair and inclusive practices guide the Institute's processes, policies and operations. It allows for initiatives that promote the IJR's core values of justice and reconciliation to take root internally.

Organisational planning processes are implemented through inter-programme committees, to ensure adequate representation and the incorporation of diverse views on organisational issues.

Internal communication ensures that all staff members remain well-informed about organisational matters, while platforms are created for staff to share their concerns, seek assistance and exchange information and knowledge gained in the field.

To ensure that staff are up to date with current affairs and are capacitated to engage the media on topical issues, the Communication and Strategy Programme hosts weekly press club sessions, which serve to inform staff about the latest developments in transitional justice-related media coverage, as well as to create spaces in which relevant issues can be unpacked and debated. In addition to these robust and creative sessions, the IJR also conducts internal learning seminars, to ensure that staff have opportunities to share their insights and exchange ideas.



# CELEBRATING RECONCILIATION



Each year, the IJR confers a Reconciliation Award on an individual or organisation that has outstandingly contributed to nation-building and reconciliation in South Africa. The Award is intended to highlight and celebrate recipients' approaches to enabling reconciliation, while inspiring others to play their part in helping to build a reconciled country.

In commemoration of Nelson Mandela's legacy, the *Living Reconciliation* theme of the 2013/2014 Award aimed to celebrate the progress and deepening of reconciliation in South Africa over the past 20 years. To this end, the IJR issued a public call for nominations in June, which set out to identify individuals and organisations that worked to unite people from different backgrounds, by creating spaces for dialogue and sharing.

*Symphonia for South Africa's "Partners for Possibility" (PfP) project was honoured with this Award, for enlivening reconciliation by helping to bridge the social, economic and geographical divides between the business and education sectors.*

PfP is the flagship programme of Symphonia for South Africa – a national non-profit organisation founded in 2010, with the bold vision of realising quality education for all children in South Africa by 2022. PfP is driven by the idea that enhancing the quality of education, improving the school environment and encouraging engagement between parents and educators are attainable goals towards meaningful societal development. By placing the school at the centre of community, PfP believes that a radical transformation can be achieved in the education sector. To date, the PfP model has been implemented in 180 schools nationwide. Over 6 800 educators, 140 000 parents and 136 000 learners have been impacted. The programme has been supported by over 100 South African corporate and medium-sized enterprises.



# KEY EVENTS

| EVENT                                                            | PLACE  |
|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| <b>JANUARY</b>                                                                                                                                    |                                                                                           |
| Bonte-Langa Siyakha Workshop                                                                                                                      | Cape Town, South Africa                                                                   |
| Ugandan Roundtable                                                                                                                                | Cape Town, South Africa                                                                   |
| <b>FEBRUARY</b>                                                                                                                                   |                                                                                           |
| South Sudan Roundtable                                                                                                                            | Cape Town, South Africa                                                                   |
| 3rd African Alliance for Peace Summit                                                                                                             | Kigali, Rwanda                                                                            |
| Transformation Audit Launch                                                                                                                       | Cape Town, South Africa                                                                   |
| <b>MARCH</b>                                                                                                                                      |                                                                                           |
| Presentation on “Woundedness and Education” at UNESCO Division for Peace and Sustainable Development                                              | Paris, France                                                                             |
| Afrobarometer Round 5 Policy Paper No. 8: “Support for African Women’s Equality Rises: Education, Jobs and Political Participation Still Unequal” | Tunis, Tunisia                                                                            |
| Conference on the Role of Islam in the Current State of Affairs in Syria                                                                          | Doha, Qatar                                                                               |
| Oral History Project Radio Documentary Workshop                                                                                                   | Worcester, South Africa                                                                   |
| Healing, History and Youth Leadership Workshop                                                                                                    | Grahamstown, South Africa                                                                 |
| Community Healing Calvinia Committee Dialogue and Strategic Planning Support                                                                      | Cape Town, South Africa                                                                   |
| “Struggle Solidarity – Lost in Translation” Roundtable                                                                                            | Cape Town, South Africa                                                                   |
| African Union Transitional Justice Policy Workshop                                                                                                | Johannesburg, South Africa                                                                |
| <b>APRIL</b>                                                                                                                                      |                                                                                           |
| Pre-election Youth Debate                                                                                                                         | Cape Town, South Africa                                                                   |
| IJR Youth Camp                                                                                                                                    | Grabouw, South Africa                                                                     |
| Field Visits and Partner Consultations                                                                                                            | Kampala and Gulu, Uganda                                                                  |
| Seminar on Mediation and Reconciliation in SADC                                                                                                   | Pretoria, South Africa                                                                    |
| <b>MAY</b>                                                                                                                                        |                                                                                           |
| Leveraging Local Knowledge for Peace-building and State-building in Africa: West Africa Cross Regional Meeting                                    | Goree Island, Senegal                                                                     |
| FES-African Union and IJR Roundtable                                                                                                              | African Union Headquarters, Addis Ababa, Ethiopia                                         |
| 2 Ashley Kriel Youth Leadership Development Dialogues                                                                                             | Stellenbosch, South Africa                                                                |
| Stakeholder Dialogue                                                                                                                              | Calvinia, South Africa                                                                    |
| Healing, History and Youth Dialogue                                                                                                               | Grahamstown, South Africa                                                                 |
| Community Healing Manual Workshop                                                                                                                 | Harare, Zimbabwe                                                                          |
| <b>JUNE</b>                                                                                                                                       |                                                                                           |
| UNDP’s Regional Consultation on “Social Cohesion in Arab Countries”                                                                               | Amman, Jordan                                                                             |
| Ashley Kriel Youth Leadership Development UWC Dialogue                                                                                            | Cape Town, South Africa                                                                   |
| Community Healing Workshop                                                                                                                        | Vryheid, South Africa                                                                     |
| Community Healing Dialogue                                                                                                                        | Warrenton, South Africa                                                                   |
| “Freedom from Violence” Roundtable, in Collaboration with UNASA                                                                                   | Cape Town, South Africa                                                                   |
| Industrial Relations Conference Presentation                                                                                                      | Johannesburg, South Africa                                                                |

























| JULY                                                                                                                                |                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| CODESRIA Conference on International Justice, Peace and Reconciliation                                                              | Dakar, Senegal                                                                                                                           |
| Public Dialogue on “Women, Land and Livelihoods in South Africa’s Land Reform Programme”                                            | Cape Town, South Africa                                                                                                                  |
| Verification Workshop                                                                                                               | De Doorns, South Africa                                                                                                                  |
| Radical Reconciliation Public Presentation                                                                                          | Cape Town, South Africa                                                                                                                  |
| Strategic Planning Meetings with the Higher Education Sector                                                                        | Harare, Zimbabwe                                                                                                                         |
| Fingo Festival OCH Dialogue Presentation                                                                                            | Grahamstown, South Africa                                                                                                                |
| “Is it Time to Forgive?” Roundtable                                                                                                 | Cape Town, South Africa                                                                                                                  |
| Annual Transitional Justice in Africa Fellowship Programme                                                                          | Cape Town and Johannesburg, South Africa and The Hague, Netherlands                                                                      |
| AUGUST                                                                                                                              |                                                                                                                                          |
| Siyakha Leadership Residential Seminar                                                                                              | Paarl, South Africa                                                                                                                      |
| Reconciliation Forum Workshop in Rulindo District                                                                                   | Rulindo, Rwanda                                                                                                                          |
| Burundi Human Rights Commission – Stakeholder Meeting                                                                               | Bujumbura, Burundi                                                                                                                       |
| “Towards a New Beginning” – Citizens for Peace and Justice (South Sudan) Justice and Reconciliation Meeting                         | Nairobi, Kenya                                                                                                                           |
| SEPTEMBER                                                                                                                           |                                                                                                                                          |
| East Africa Cross Regional Meeting in Ethiopia                                                                                      | Addis Ababa, Ethiopia                                                                                                                    |
| Session with Department of Justice and Constitutional Development’s TRC Desk on Community Reparations                               | Pretoria, South Africa                                                                                                                   |
| United Nations Development Programme (UNDP) Conference on Reconciliation                                                            | Johannesburg, South Africa                                                                                                               |
| Siyakha OD Task Team Session                                                                                                        | Paarl, South Africa                                                                                                                      |
| Heritage and Healing Dialogue                                                                                                       | Grahamstown, South Africa                                                                                                                |
| SADC-CNGO Summer School                                                                                                             | Harare, Zimbabwe                                                                                                                         |
| OCTOBER                                                                                                                             |                                                                                                                                          |
| Presentation at the Oral History Association of South Africa                                                                        | Johannesburg, South Africa                                                                                                               |
| Intergenerational Dialogue                                                                                                          | Vryheid, South Africa                                                                                                                    |
| “Follow the Beat” Concert                                                                                                           | Vryheid, South Africa                                                                                                                    |
| Afrobarometer Communications Capacity-building Workshop for National Partners                                                       | Cape Town, South Africa                                                                                                                  |
| NOVEMBER                                                                                                                            |                                                                                                                                          |
| Seminar on Civic and Peace Education in Tertiary Institutions of Zimbabwe                                                           | Mutare, Zimbabwe                                                                                                                         |
| United Nations Peace-building Commission                                                                                            | United Nations, New York, USA                                                                                                            |
| DECEMBER                                                                                                                            |                                                                                                                                          |
| Reconciliation Barometer Survey: 2014 Report “Reflecting on Reconciliation: Lessons from the Past, Prospects for the Future” Launch | Cape Town, South Africa                                                                                                                  |
| Workshop for Baraza Councils, in partnership with NGO Central Africa Conflict Prevention Association                                | Uvira, DRC                                                                                                                               |
| THROUGHOUT THE YEAR                                                                                                                 |                                                                                                                                          |
| Afrobarometer Round 6 Dissemination Events                                                                                          | Blantyre and Lilongwe, Malawi; Gaborone, Botswana; Port Louis and Ebene, Mauritius                                                       |
| Afrobarometer Round 6 Fieldworker Training Workshops                                                                                | Zomba, Malawi; Maseru, Lesotho; Port Louis, Mauritius; Gaborone, Botswana; Windhoek, Namibia; Manzini, Zambia; Harare/Bulawayo, Zimbabwe |
| 8 “Respect for All” Educator Workshops                                                                                              | Odendaalsrus; Cape Town; Grahamstown; Hazzyview; Mpumalanga; Kroonstad and Umhlanga, South Africa                                        |
| 9 “Follow the Beat” Workshops                                                                                                       | Vryheid and Warrenton, South Africa                                                                                                      |
| 6 Ashley Kriel Youth Leadership Development Power and Leadership Workshops                                                          | Cape Town, South Africa                                                                                                                  |



# DELEGATIONS AND HIGH-PROFILE ENGAGEMENTS AT THE IJR IN 2014

| MONTH  | DELEGATION/GUEST                                                                                          | COUNTRY                                                            |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| JANUARY                                                                                 | Ugandan government and civil society organisations, including the Ugandan Law Reform Commission and the Ugandan Lawyers Association                                                         | Uganda                                                             |
| FEBRUARY                                                                                | Meeting with the Kenyan Ambassador                                                                                                                                                          | Kenya                                                              |
|                                                                                         | Meeting with the Austrian Ambassador                                                                                                                                                        | Austria                                                            |
|                                                                                         | Meeting with the Swedish Ambassador                                                                                                                                                         | Sweden                                                             |
| MARCH                                                                                   | Meeting with the Swedish State Secretary for Foreign Affairs                                                                                                                                | Sweden                                                             |
|                                                                                         | Representative from Freedom Park                                                                                                                                                            | South Africa                                                      |
|                                                                                         | Semester at Sea to discuss the IJR's role in post-apartheid South Africa                                                                                                                    | United States of America                                         |
| MAY                                                                                     | Ambassador Dr Al-Alawi for roundtable discussion                                                                                                                                            | Iraq                                                             |
|                                                                                         | Secretary-General of the World Federation of United Nations Associations (WFUNA)                                                                                                            | WFUNA                                                            |
| JULY                                                                                    | Officials from the Finnish Embassy                                                                                                                                                          | Finland                                                          |
|                                                                                         | Kessels & Smit Briefing on IJR's work                                                                                                                                                       | Kingdom of the Netherlands                                       |
|                                                                                         | Thailand Ministry of Foreign Affairs Delegation Briefing on Transitional Justice and the South African experience                                                                           | Thailand                                                         |
|                                                                                         | South Korean Ministry of Foreign Affairs Delegation Briefing on Transitional Justice and the South African experience                                                                       | South Korea                                                      |
| AUGUST                                                                                  | Myanmar delegation                                                                                                                                                                          | Myanmar                                                          |
| SEPTEMBER                                                                               | The Hague Justice Institutions and Archbishop Tutu "Lessons from South Africa for International Justice: Negotiation and Reconciliation – CODESA, TRC and Negotiated Political Settlements" | Kingdom of the Netherlands and the International Criminal Court  |
|                                                                                         | Colombian Attorney General's Office Delegation                                                                                                                                              | Colombia                                                         |
| NOVEMBER                                                                                | Madagascar delegation comprised of government officials, politicians and civil society representatives                                                                                      | Madagascar                                                       |



# PUBLICATIONS AND RESOURCES PRODUCED IN 2014

In fulfilling its mandate to promote reconciliation, transitional justice and democratic nation-building, the IJR is committed to sharing the lessons derived from research, analysis and selective interventions through the publication of books and multimedia outputs. The IJR's publications are targeted at political actors, civil society organisations, academics and the general public.

## HOW TO ORDER:

IJR publications are available free of charge, either for download from [www.ijr.org.za](http://www.ijr.org.za) or upon request. Email [info@ijr.org.za](mailto:info@ijr.org.za) for more information.



## Annual Reports

**Reconciliation Barometer Survey Report**  
**Reflecting on Reconciliation: Lessons from the Past, Prospects for the Future**  
 By Kim Wale

**Transformation Audit 2013: Confronting Exclusion**  
 Edited by Jan Hofmeyr and Ayanda Nyoka

## Policy Briefs

**No. 17: Forums for Reconciliation in Rwanda: Challenges and Opportunities**  
 By Penine Uwimbabazi, Patrick Hajayandi and Jean de Dieu Basabose

**No. 16: Women, Land and Livelihoods in South Africa's Land Reform Programme**  
 By Liepollo Lebohang Pheko

**No. 15: The African Union's Response to Gender-based Violence**  
 By Veleska Langeveldt

**No. 14: Regional Reconciliation in Africa: Policy Recommendations for Cross-border Transitional Justice**  
 By Tim Murithi and Lindsay McClain Opiyo

## Books

**Freedom to Create Change: A Collection of Young Voices**  
 By 2014 participants of The Ashley Kriel Youth Leadership Development Project,  
 Edited by Eleanor du Plooy

**My voice, Our story: A Collection of Young Voices**  
 By 2013 participants of The Ashley Kriel Youth Leadership Development Project,  
 Edited by Eleanor du Plooy

**Fertile Ground: A Mid-term Reflection on the Work of the Building an Inclusive Society Programme of the Institute for Justice and Reconciliation, Based on the Programme's five-year strategic plan (2012–2016)**  
 By Sonja Boezak and Sarita Ranchod

## Multimedia

**African Identities: Shades of Belonging, Season IV**  
 Produced by Nosindiso Mtimkulu

**The Dream**  
 Produced by Zyaan Davids and Juzaida Swain

**IJR Youth on Leadership and Legacy**  
 Produced by Eleanor du Plooy

**Setback of a Country: South Sudan's New War**

**A Step Together: Shared Journeys of Listening and Dialogue in South Sudan**

**Salaam: South Sudan's Peace Mobilisers**

## Newsletters

**IJR Connect, organisational newsletter**

**Volume five, Issues 1–5**  
 Edited by Zyaan Davids

**Volume five, Issue 6**  
 Edited by Carolin Gomulia and Louis van der Riet

## A Selection of Earlier-produced Publications and Resources

### Resource Guides

#### 2012

**Turning Points in History**

**Turning Points in Transition**

**An Additional Resource to Teaching the Truth and Reconciliation Commission**





## 2011

Building Blocks for Democracy:  
Exploring Non-racialism in  
Welkom's Schools

Memory as a Tool: Arts and Culture  
for Reconciliation

## 2010

Building Blocks for Democracy:  
Democratic Participation in  
Cradock

## Policy Briefs

### 2013

Kenya Policy Brief No 5: Towards  
National Dialogue, Healing and  
Reconciliation in Kenya

Kenya Policy Brief No 4: Reparative  
Justice in Kenya

No. 13: Gender and Reconciliation  
in the New Kenya

No. 12: Opportunities for Gender  
Justice and Reconciliation in  
South Sudan

No. 11: 'Home at last?' Land Conflicts  
in Burundi and the Right of Victims  
to Reparations

No. 10: The African Union and the  
International Criminal Court: An  
Embattled Relationship?

No. 9: The Kenyan Elections within  
a Reconciliation Framework

### 2012

No. 8: Reconciling Kenya:  
Opportunities for Constructing a  
Peaceful and Socially Cohesive  
Nation

No. 7: African Perspectives on the  
Appointment and Mandate of the  
United Nations Special Rapporteur  
on the Promotion of Truth, Justice,  
Reparation and Guarantees of  
Non-recurrence

### 2011

No. 6: Response to the National  
Planning Commission's Vision  
for 2030

No. 5: Planning for the Future:  
Considerations Relating to  
the Mandate and Bureaucratic  
Context of the National  
Planning Commission's  
National Development Plan

No. 4: Taming the Demon of Kenya's  
Election Violence: A Strategy for the  
National Cohesion and Integration  
Commission (NCIC)

No. 3: L'opportunité de la mise en  
place de la commission vérité et  
réconciliation au Burundi

No. 2: On Corruption in South Africa:  
An Alternative Interpretation for  
the Case of the Police Service

JRP-IJR 2011 Uganda Consultation  
Report: 'Enhancing Grassroots  
Involvement in Transitional Justice  
Debates'

JRP-IJR 2011 Uganda Policy Brief  
Gender: Policy Brief No. 4

JRP-IJR 2011 Uganda Policy Brief  
Truth-seeking: Policy Brief No. 3

JRP-IJR 2011 Uganda Policy Brief  
Reparations: Policy Brief No. 2

JRP-IJR 2011 Uganda Policy Brief  
Traditional Justice: Policy Brief  
No. 1

## Occasional Papers

### 2013

A Reflection on Individual Rights  
of Persons Appearing Before  
the International Criminal Court

Restive Jonglei: From the Conflict's  
Roots, to Reconciliation

### 2012

Elections in Zimbabwe: A Recipe  
for Tension or a Remedy for  
Reconciliation?

Mapping Women's Needs in  
Zimbabwe's National Healing  
Process

Transitional Justice Options for  
Zimbabwe: A Guide to Key Concepts

Zimbabwe's Constitutional Reform  
Process: Challenges and Prospects

## 2011

Reconciliation and Transitional  
Justice: The Case of Rwanda's  
Gacaca Courts

Towards Ensuring Free and Fair  
Elections: SADC/Zimbabwe  
Road Map: Civil Society Role  
and Challenges

## 2010

Critical Lessons in Post-conflict  
Security in Africa

The Case of Liberia's Truth and  
Reconciliation Commission:  
Can the ICC Play a Role in  
Complementing Restorative  
Justice?

National Healing and Reconciliation  
in Zimbabwe: Challenges and  
Opportunities

Sudan's Comprehensive Peace  
Agreement Viewed through the  
Eyes of the Women of South Sudan

## Multimedia

African Identities: Shades of  
Belonging, DVDs (Seasons 1–3)

Building Blocks for Democracy –  
Potchefstroom: Changing of Street  
and Place Names, DVD (2012)

Follow the Beat Instructional DVD  
(2011)

Peace Beyond Justice: The Gacaca  
Courts of Rwanda, DVD (2008)

Truth Justice Memory, DVD (2008)

Aunty Ivy's Son, Ashley, CD (2007)

Songs Worth Singing, Words Worth  
Saying, DVD and CD (2007)

Turning Points in History, CD (2007)

## Annual Reports

South African Reconciliation  
Barometer Survey Reports  
(2003–2013)

Transformation Audit (2006–2013)



# STAFF AND PROGRAMMES

## Executive management



Dr Fanie du Toit  
*Executive Director*

## Core



Felicia Thomas  
*Office Manager*



Nomathemba Ndlela  
*Receptionist*



Shireen Stafford  
*Office Assistant*



Renee Choto  
*Head: Finance*



Lameez Klein  
*Bookkeeper*



Simone Brandi  
*HR Consultant*

---

## Programmes

### Communication and Strategy

The Communication and Strategy Programme oversees organisational strategic planning; internal and external communication; media and public relations; branding and marketing; knowledge and information management; online fundraising and donor relations; monitoring and evaluation; and special events, including Reconciliation Roundtables and the annual IJR Reconciliation Award.



Carolin Gomulia  
*Programme Head*



Zyaan Davids  
*Communications  
Coordinator*



Juzaida Swain  
*Programme Officer:  
Strategy and Fundraising*



Margo Newman  
*Administrator:  
Communication,  
Strategy and Systems*



Laila Emdon  
*Communications  
Assistant*



## Building an Inclusive Society

The Building an Inclusive Society Programme helps to build communities that are at peace with themselves, as well as with those around them, and to feed insights and lessons in this regard to key stakeholders, such as those within and beyond the national policy environment. This can only be achieved through the pursuit of societies that are inclusive and able to reflect on the histories and the present realities of their constituent parts. To this end, this Programme focuses its energies, resources and insights on carefully selected geographical nodes.



Stanley Henkeman  
*Programme Head*



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



Kenneth Lukuko  
*Senior Project Leader:  
Community Healing*



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



Eleanor du Plooy  
*Project Leader:  
Ashley Kriel Youth  
Leadership Development*



Lucretia Arendse  
*Project Officer: Education  
for Reconciliation*



Simone Brink  
*Programme Administrator*

## Policy and Analysis

The Policy and Analysis Programme conducts primary research and analysis and produces insights into the different social, economic and political environments within which the Institute works. Through its publications, seminars, briefings and media profile, this programme reaches a wide range of role-players directly involved in national policy processes. By employing both quantitative and qualitative research methodologies, the Programme has become increasingly active in identifying and describing the policy impacts of drivers of change in African post-conflict societies.



Jan Hofmeyr  
*Programme Head*



Anyway Chingwete  
*Senior Project Leader:  
Afrobarometer*



Ayanda Nyoka  
*Project Leader:  
Inclusive Economies*



Dr Kim Wale  
*Project Leader:  
Reconciliation Barometer*



Rorisang Lekalake  
*Project Officer:  
Afrobarometer*



Sibusiso Nkomo  
*Communication  
Coordinator:  
Afrobarometer*



Wendy Mpatsi  
*Programme  
Administrator*





## Justice and Reconciliation in Africa

The Justice and Reconciliation in Africa Programme works at three complementary levels with and within fragile African states, as well as with continental and regional organisations. These levels involve comparative analysis and policy briefings, capacity-building and collaborative political intervention. This Programme also conducts an Annual Regional Consultation and runs a Transitional Justice Fellowship project.



**Dr Timothy Murithi**  
*Programme Head*



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



**Webster Zambara**  
*Senior Project Leader:  
Southern Africa*



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



**Allan Ngari**  
*Project Leader: Kenya  
and International Justice  
(until September 2014)*



**Kelly-Jo Bluen**  
*Project Leader: Kenya  
and International Justice  
(from October 2014)*



**Anthea Flink**  
*Programme  
Administrator*



**Elizabeth Lacey**  
*Project Consultant:  
Greater Horn*

### Board of Directors

Prof. Brian O'Connell (Chairperson)  
Prof. Don Foster (Deputy Chairperson)  
Dr Fanie du Toit (Executive Director)  
Ms Louise Asmal  
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Prof. Hugh Corder  
Prof. Lourens du Plessis  
Prof. Charlyn Dyers  
Prof. Lovell Fernandez  
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Prof. Gerhard Kemp  
Adv. Dumisa Ntsebeza  
Prof. Jeremy Sarkin  
Ms Glenda Wildschut  
Rev. Dr Spiwo Xapile (*resigned Oct 2014*)  
Ms Nasima Badsha (*resigned June 2014*)

### Interns

**Louis van der Riet**  
Communication and Strategy Programme  
**Leila Emdon**  
Building an Inclusive Society Programme  
**Lorna Balie**  
Building an Inclusive Society Programme  
**Joseph Nukeri**  
Building an Inclusive Society Programme  
**Claude van Wyk**  
Policy and Analysis Programme  
**Veleska Langeveldt**  
Justice and Reconciliation in Africa Programme  
**Stephen Buchanan-Clarke**  
Justice and Reconciliation in Africa Programme

### Volunteers

**Sino Esthappen**  
Communication and  
Strategy Programme  
**Ute Kraidy**  
UN Volunteer  
**Bernard Grima**  
UN Volunteer



# FINANCIAL STATEMENTS

## Statement of Financial Position as at 31 December 2014

|                                    | 2014<br>R         | 2013<br>R         |
|------------------------------------|-------------------|-------------------|
| <b>Assets</b>                      |                   |                   |
| <b>Non Current Assets</b>          | <b>10,292,548</b> | <b>9,283,957</b>  |
| Property, plant and equipment      | 540,395           | 419,877           |
| Investments                        | 9,752,152         | 8,864,080         |
| <b>Current Assets</b>              | <b>8,710,042</b>  | <b>6,041,690</b>  |
| Cash and cash equivalents          | 7,650,625         | 5,639,218         |
| Accounts receivable                | 1,059,417         | 402,473           |
| <b>Total assets</b>                | <b>19,002,590</b> | <b>15,325,648</b> |
| <b>Funds and liabilities</b>       |                   |                   |
| <b>Funds</b>                       | <b>14,284,628</b> | <b>13,287,791</b> |
| <b>Current liabilities</b>         | <b>4,717,962</b>  | <b>2,037,857</b>  |
| Accounts payable                   | 708,125           | 870,948           |
| Operating lease                    | 176,795           |                   |
| Grants received in advance         | 3,833,042         | 1,166,909         |
| <b>Total funds and liabilities</b> | <b>19,002,590</b> | <b>15,325,648</b> |



## Statement of Changes in Funds for the year ended 31 December 2014

|                                                                       | Total Funds<br>R  | General Fund<br>R | Capital Fund<br>R | Project Fund<br>R | Sustainability Fund<br>R |
|-----------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------------|
| Balance (accumulated deficit)<br>31 December 2012                     | 10,614,646        | (227,223)         | 200,566           | –                 | 10,641,301               |
| Net surplus/(deficit) for the year                                    | 2,673,146         | 6,298,512         | –                 | (5,091,180)       | 1,465,817                |
| Transfer (to)/from project funds                                      | –                 | (5,091,180)       | –                 | 5,091,180         | –                        |
| Additions to non current assets                                       | –                 | (287,850)         | 287,850           | –                 | –                        |
| Disposals of non current assets                                       | –                 | 3,188             | (3,188)           | –                 | –                        |
| Depreciation for the year                                             | –                 | 65,351            | (65,351)          | –                 | –                        |
| Transfer from/(to) sustainability funds                               | –                 | –                 | –                 | –                 | –                        |
| <b>Balance: accumulated surplus/(deficit)<br/>at 31 December 2013</b> | <b>13,287,792</b> | <b>760,799</b>    | <b>419,877</b>    | <b>–</b>          | <b>12,107,118</b>        |
| Net surplus/(deficit) for the year                                    | 996,835           | 9,140,913         | –                 | (9,662,740)       | 1,518,661                |
| Transfer (to)/from project funds                                      | –                 | (9,662,740)       | –                 | 9,662,740         | –                        |
| Additions to non current assets                                       | –                 | (266,948)         | 266,948           | –                 | –                        |
| Disposals of non current assets                                       | –                 | 6,790             | (6,790)           | –                 | –                        |
| Depreciation for the year                                             | –                 | 139,641           | (139,641)         | –                 | –                        |
| Transfer from/(to) sustainability funds                               | –                 | –                 | –                 | –                 | –                        |
| <b>Balance: accumulated surplus/(deficit)<br/>at 31 December 2014</b> | <b>14,284,627</b> | <b>118,455</b>    | <b>540,395</b>    | <b>–</b>          | <b>13,625,779</b>        |

Net investment income, income from fees, sales of resources, and other income is set aside to build the sustainability funds for the future. The sustainability fund is invested to generate income which in future can be utilised to fund project shortfalls and future core costs as required. Any earmarked funds for ongoing projects are included as deferred income.





# FINANCIAL STATEMENTS

## Detailed Statement of Comprehensive Income for the year ended 31 December 2014

|                                        | 2014<br>R         | 2013<br>R         |
|----------------------------------------|-------------------|-------------------|
| <b>INCOME</b>                          |                   |                   |
| <b>Donations and grants</b>            | <b>30,651,075</b> | <b>17,503,264</b> |
| CDD Ghana                              | 10,554,396        | 437,630           |
| SIDA                                   | 7,625,997         | 5,598,154         |
| BfdW                                   | 1,581,399         | 1,570,482         |
| Investec                               | 500,000           | 515,000           |
| Open Society Foundation – South Africa | 1,078,982         | 400,000           |
| Private Funder – Netherlands           | 1,415,710         | 2,151,077         |
| Royal Norwegian Embassy                | 3,757,671         | 4,137,344         |
| Royal Danish Embassy                   | 1,644,000         | 1,746,906         |
| Finnish Embassy                        | 515,809           | 634,720           |
| Austrian Embassy                       | 130,176           | –                 |
| National Heritage Council              | 170,000           | 170,000           |
| DG Murray Trust                        | –                 | 60,000            |
| Folke Bernadotte Academy               | –                 | 77,825            |
| PACT Sudan                             | 1,337,006         | –                 |
| Heinrich Boll Foundation               | 335,348           | –                 |
| General donations                      | 4,580             | 4,127             |
| <b>Earned income</b>                   | <b>375,478</b>    | <b>48,641</b>     |
| Sales of resources                     | 439               | 4,832             |
| Fees received                          | 375,040           | 43,809            |
| <b>Net investment income</b>           | <b>1,148,959</b>  | <b>1,468,635</b>  |
| Net interest earned on earmarked funds | 1,892             | 51,459            |
| Gain on investments                    | 545,635           | 698,454           |
| Dividend income                        | 91,380            | 190,651           |
| Interest earned                        | 510,052           | 528,071           |
| <b>Other income</b>                    | <b>114,652</b>    | <b>–</b>          |
| Gain on foreign exchange               | 114,652           | –                 |
| <b>Total income</b>                    | <b>32,290,165</b> | <b>19,020,539</b> |



## Detailed Statement of Comprehensive Expenditure for the year ended 31 December 2014

|                                                          | 2014<br>R          | 2013<br>R          |
|----------------------------------------------------------|--------------------|--------------------|
| <b>Income (refer page 29)</b>                            | <b>32,290,165</b>  | <b>19,020,539</b>  |
| <b>EXPENDITURE</b>                                       | <b>31,293,330</b>  | <b>16,347,394</b>  |
| <b>Management and administration costs</b>               | <b>4,707,915</b>   | <b>3,623,942</b>   |
| Staff costs                                              | 1,964,877          | 1,617,086          |
| Office and operating costs                               | 2,376,137          | 1,385,015          |
| Office relocation cost                                   | 196,989            | 497,525            |
| Loss on disposal of asset                                | 5,737              | 1,988              |
| Bad debts                                                | 11,038             | 2,300              |
| Board and AGM                                            | 93,667             | 82,528             |
| Audit fees                                               | 59,470             | 37,500             |
| <b>Programme and project costs</b>                       | <b>26,585,415</b>  | <b>12,723,452</b>  |
| <b>Core programme costs</b>                              | <b>674,848</b>     | <b>711,413</b>     |
| Staff costs                                              | 9,339,579          | 6,858,329          |
| Less: staff costs relating to projects                   | (8,839,517)        | (6,404,201)        |
| Staff training and strategic planning                    | 117,542            | 97,918             |
| Travel                                                   | 44,289             | 151,734            |
| Other costs                                              | 12,955             | 7,634              |
| <b>Specific projects</b>                                 | <b>25,910,567</b>  | <b>12,012,038</b>  |
| <b>Communications and Strategy</b>                       | <b>2,294,892</b>   | <b>1,540,646</b>   |
| <b>Building an Inclusive Society</b>                     |                    |                    |
| Ashley Kriel Youth Project                               | 783,561            | 703,993            |
| Memory, Arts and Culture                                 | 1,754,965          | 1,459,896          |
| Schools Oral History Project                             | 789,955            | 816,087            |
| Community Healing                                        | 1,213,334          | 938,832            |
| Educating for Reconciliation                             | 1,288,153          | 1,002,541          |
| <b>Transitional Justice and Reconciliation in Africa</b> |                    |                    |
| African Dialogues and Interventions                      | 6,585,778          | 3,975,319          |
| <b>Policy and Analysis</b>                               |                    |                    |
| SA Reconciliation Barometer Research Project             | 1,092,799          | 1,502,558          |
| Inclusive Economies                                      | 1,643,968          | 1,240,122          |
| <b>Afrobarometer</b>                                     | <b>8,824,169</b>   | <b>108,949</b>     |
| <b>Transitional Justice and Economic Crime</b>           | <b>1,389,330</b>   | <b>–</b>           |
| <b>Fees for management and administration costs</b>      | <b>(1,750,337)</b> | <b>(1,276,905)</b> |
| <b>Net surplus/(deficit) for the year</b>                | <b>996,835</b>     | <b>2,673,146</b>   |



# FUNDRAISING AND DONOR RELATIONS



Launched in June (Youth Month in South Africa), the short film titled *The Dream* aimed to generate online donations to the IJR, while also raising awareness about some of the greatest challenges that the youth of South Africa face in their everyday lives. <https://www.youtube.com/watch?v=wdntP3FhGsk>

The IJR would like to thank the following donor agencies for their continued support:



The IJR would also like to express its appreciation for the online donations it received from Cara Hartley and Siyashesha Leadership Incubator.

## Support the IJR

Visit us online ([www.ijr.org.za](http://www.ijr.org.za)) to make your secure donation and we will provide you with your Section 18A certificate to include on your income tax return, or see our banking details below:

Account name Institute for Justice and Reconciliation  
Account number 071524355  
Account type Cheque

Bank  
Branch  
Branch code  
Swift code

The Standard Bank of South Africa  
Rondebosch  
02-50-09-00  
sbzazj





# ACRONYMS AND ABBREVIATIONS

|           |                                                           |
|-----------|-----------------------------------------------------------|
| AKYLDP    | Ashley Kriel Youth Leadership Development Project         |
| AU        | African Union                                             |
| CDD Ghana | The Ghana Center for Democratic Development               |
| CNHPR     | Committee for National Healing, Peace and Reconciliation  |
| DANIDA    | Danish International Development Agency                   |
| DBE       | Department of Basic Education                             |
| DRC       | Democratic Republic of Congo                              |
| ICC       | International Criminal Court                              |
| ICTY      | International Criminal Tribunal for the former Yugoslavia |
| IJR       | Institute for Justice and Reconciliation                  |
| KAS       | Konrad-Adenauer-Stiftung                                  |
| MSD       | Multi-stakeholder dialogue                                |
| MTO       | Medium-term objective                                     |
| M&E       | Monitoring and evaluation                                 |
| NCIC      | National Cohesion and Integration Commission              |
| NHC       | National Heritage Council                                 |
| NURC      | National Unity and Reconciliation Commission              |
| OSF-SA    | Open Society Foundation for South Africa                  |
| PBNZ      | Peacebuilding Network of Zimbabwe                         |
| PfP       | Partners for Possibility                                  |
| SEP       | Shalom Educating for Peace                                |
| SIDA      | Swedish International Development Cooperation Agency      |
| THIGJ     | The Hague Institute for Global Justice                    |
| TRC       | Truth and Reconciliation Commission                       |



# CONTACT DETAILS

## Institute for Justice and Reconciliation (IJR)

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### Also find us on



### IJR blogs

[www.reconciliationbarometer.org](http://www.reconciliationbarometer.org)  
[www.transformationaudit.org](http://www.transformationaudit.org)  
[www.ashleykrielyouth.org](http://www.ashleykrielyouth.org)







