

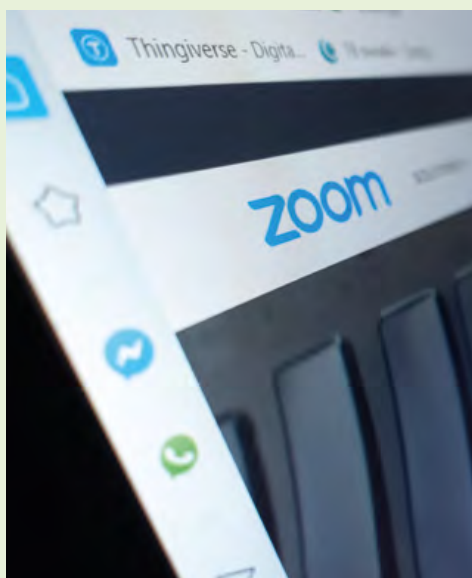
ANNUAL REPORT

2020



IJR

THE INSTITUTE
FOR JUSTICE AND
RECONCILIATION



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GONE, YET NOT FORGOTTEN



Stan Henkeman



Cecyl Esau



Prof. Lovell Fernandez

It is with great sadness that we had to say goodbye to three giants in the IJR family: Stan Henkeman, Cecyl Esau and Prof. Lovell Fernandez. The passing of Stan in December last year came as a tremendous shock to both the staff and broader community. His contribution to the cause of justice and reconciliation was immeasurable and will live on in the hearts and minds of the people whom he touched, spurring them on to build on the legacy he left behind. So, too, Cecyl, with his quiet demeanour, yet determination to give a voice to the voiceless whose stories echo the cries of the forgotten victims of a cruel system of racial segregation, has left an indelible impression on everyone who knew him. Cecyl characterised humility and fortitude, served as a valuable lesson for us all. The presence of Prof. Lovell as a member of the IJR Board will be sorely missed. His depth of insight and contribution to shaping the course of the IJR stand as a tribute to this amazing human being.

Hamba kahle, dear brothers – your deeds will not only be remembered, but will also continue to bear fruit through the lives of all who have been left behind to continue the good fight for justice and reconciliation.





For the Institute for Justice and Reconciliation (IJR), the year 2020 will go down in the annals of our history as the year that tested our resilience, fortitude and determination to continue to do what we do best. We have remained resolute in our mission to build fair, democratic and inclusive societies in Africa, and the COVID-19 pandemic has only strengthened that resolve. Consequently, 2020 has ushered in a new season in the IJR calendar as we embarked on our new strategic plan for 2021–2024. Tempered by the challenges of the pandemic, the IJR has sought to regroup, consolidate and innovate so as to adapt to the new normal and the exciting future that lies ahead. We began a journey that sought to hone our skills, broaden our understanding, go where we have not gone before, do what we have not done before, and improve the lives of the people we are privileged to serve.

MESSAGE FROM THE IJR ANNUAL REPORT TEAM

The shift towards strengthening our technological capabilities has been propelled, among others, through adapting to working from home, through webinars and through online training, as well as through a host of new and improved ways of doing things. The IJR team rose magnanimously to this task as we sought to reorganise our methodologies, improve our policies and procedures, and streamline our work environment. This Annual Report is a reflection of all that has happened at the IJR in 2020 and carries with it a vote of thanks to all our partners and stakeholders who have unwaveringly walked this journey with us. Yes, it has been challenging, and even devastating at times with the loss of our Executive Director, Stan Henkeman, a true son of the soil and champion of the poor, the marginalised and the downtrodden. It is our sincere wish that, as you page through this report, you will get a sense of the dedication that each member of the IJR staff demonstrated in delivering on our mandate, a task that has been made possible by the generosity of our funding partners. As the team tasked with producing this document, we are humbled by the constant support you have given to the IJR, and we hope that this Annual Report is a reflection of our appreciation.

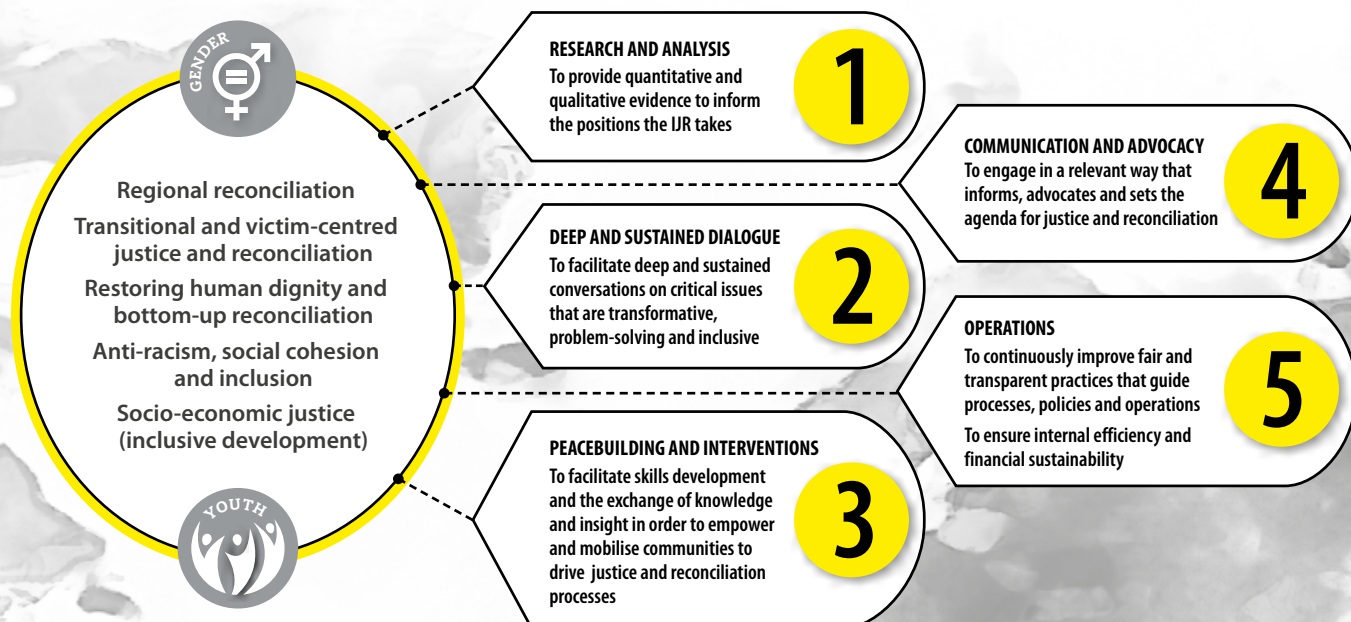
Enjoy the read!

The IJR Annual Report team

IJR 2017–2020 STRATEGY

Building fair, democratic and inclusive societies

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



IJR'S GEOGRAPHICAL FOOTPRINT

- | | |
|--|--|
|  Botswana |  Rwanda |
|  Burundi |  South Africa |
|  Central African Republic (CAR) |  South Sudan |
|  Democratic Republic of Congo (DRC) |  Uganda |
|  Ethiopia |  Zimbabwe |
|  Kenya | |
|  Mozambique | |

In 2020, the IJR celebrated 20 years of pursuing its vision of fair, democratic and inclusive societies. From humble beginnings in 2000, with a staff of three, and guided by the recommendations of the South African Truth and Reconciliation Commission (TRC), the Institute has, since then, substantially expanded its programmatic and geographic scope. Today, with a staff of 37 and increasingly expanding the scope of its work on the African continent and beyond, it is regarded as a leading voice on practice, policy and research relating to transitional justice issues in a variety of contexts.

MESSAGE FROM THE CHAIRPERSON

Our programmatic offering has expanded substantially, along with the geographic coverage of our work, first to the rest of the African continent, and today increasingly to other parts of the world where countries grapple with transitional justice issues in the wake of conflict. In light of this, it is fair to say that the organisation has gone from strength to strength, based on its reputation for innovation in the field, but also the extent to which it is trusted as an honest and independent broker in fragile social and political contexts.

Looking back on the past year, 2020 may have been one of the most challenging years in the organisation's existence. The COVID-19 pandemic has affected the capacity of the organisation to deliver on its mandate on different levels. The bulk of our work previously took physical engagement between people as a basic assumption. In view of this, the different stages of the national lockdown impacted on our capacity to deliver on some of our projected outputs. In the course of the year, the Institute was forced to adapt and recalibrate our programme content and processes. As a Board, we would like to commend senior management and staff for the way in which they met the challenge. During this period, many activities and processes were either partly or fully migrated to the digital domain, making them less vulnerable and more resilient in the face of the challenges that many organisations have experienced during this period.

The Board furthermore congratulates the organisation on the finalisation of its new four-year strategic plan prioritising innovation within our five core thematic areas: cross-border dialogue and regional reconciliation; anti-racism, social inclusion and social cohesion; advancing human dignity and bottom-up reconciliation; transitional and survivor-centred justice and reconciliation; and socio-economic justice and inclusive development. Drawing on the insights of an extensive horizon-scanning process in 2020, we are convinced that it remains aligned to our vision, albeit in a distinctly different context from the one in which the previous strategy was crafted.

While it has shown organisational resilience, the Institute's greatest loss during 2020 was of a human nature. Our Executive Director, Stanley Henkeman, passed on in December due to COVID-19 complications. This has been a tremendous loss to the Institute, which greatly benefitted from his visionary leadership in the preceding four years. The words of his Report, completed shortly before his passing, bear testimony to this. While we mourn his passing, the Board celebrates Stan's great legacy to the Institute. Although a difficult task, the Board will in 2021 seek to find a suitable replacement to build on this legacy. The Board also mourns the loss of one of its members, Prof. Lovell Fernandez, who was a founding member of the IJR Board for many years. His contribution over the years has had a significant impact on the organisation and its mission of building fair, democratic and inclusive societies. We salute you, Prof. Lovell.

The Board congratulates the IJR on excelling in the execution of its mandate in 2020 in challenging conditions. While another difficult year may lie ahead, the Board is confident in the IJR's ability to continue to thrive.

Prof. Don Foster
Acting Chairperson

While it has shown organisational resilience, the Institute's greatest loss during 2020 was of a human nature

EXECUTIVE DIRECTOR'S REPORT



Crises are common to all of us. Our experiences are often in private, in families, in communities and, sometimes, even in nations. Rarely do we experience a global crisis in the way we have in 2020. The futurist, Joel Barker, remarked:

***When the paradigm shifts, we all go back to zero.
The past successes guarantee nothing.***

The Institute for Justice and Reconciliation (IJR), like the rest of the world, had to learn to be comfortable with uncertainty, ambiguity, fear and disruption as COVID-19 wreaked havoc across the globe but also in private spaces. We have seen how the most vulnerable people in South Africa had to bear the brunt of the fallout related to lockdown, the loss of income, and the threat of hunger and starvation. We were encouraged by the response of the South African government, both in terms of combatting the virus and attending to the needs of the poor and vulnerable. In the first few months of lockdown, there were encouraging signs of unity as ordinary South Africans responded to the needs of the less fortunate. Sadly, this goodwill was overshadowed by corruption on a scale that plunged the country into collective depression. While many, including the IJR, were improving their toolkit, politicians and their surrogates were lining their pockets at the expense of ordinary citizens. In this context, the IJR needed to be true to its vision of building fair, democratic and inclusive societies by challenging the manifestations of inequality, exclusion and undemocratic behaviour.

The COVID-19 pandemic affected the operations of the IJR in ways that we could not have imagined. We were catapulted into the reality of online meetings, working from home, and non-contact interventions. The disruptions to our normal programming were difficult for staff as well as our partners and the communities we serve. We reminded ourselves that leadership is tested in times of difficulty and that we needed to make our contribution to fostering social cohesion and inclusion, even in the midst of the biggest crisis of our generation. When we started regarding the pandemic as both a danger and an opportunity, we started seeing opportunities to lead, and it is with a sense of humility and gratitude that we can reflect on the many times that the IJR was called upon to bring perspective to the critical challenges facing the country, ranging from issues of race to gender, inequality, education, social cohesion and reconciliation. The South African Reconciliation Barometer (SARB) report of 2019 became a sought-after product and opened up many doors for engagement, both locally and abroad. The IJR's involvement on the continent remains the focus, with a senior African Union official describing the IJR as its 'go-to organisation' regarding transitional justice issues. The demand for the IJR to intervene, mediate and train showed a significant upward trend during the pandemic, allowing the IJR to raise a certain amount of funds in the process. This year also marked the development of a strategy for the period 2021 to 2024. The intention is to build on the innovations of the present strategy and to continue to pursue our vision in the most relevant and effective manner. While we have retained methodologies and themes from the 2017–2020 strategy, we have added Environmental Justice as a cross-cutting theme in order to respond to the critical need to contribute to a safer, cleaner and inclusive planet.

The effect of the pandemic on the staff of the IJR has been significant. Like many other institutions, the IJR had to reinvent itself and the way we work. Adapting to the reality of working from home amidst so much uncertainty challenged us to find resonance between our inner and outer journeys, and, while the IJR created opportunities for weekly, online team meetings as well as for a weekly staff check-in, it was still difficult to deal with the complexity of the crisis, the loneliness and the mental weariness. This was indeed a year like no other. I would like to publicly salute our staff for showing resilience, fortitude and commitment in difficult circumstances. The Heads of Department of the IJR have shown their metal in astounding ways. They went beyond the call of duty to ensure that the organisation operated smoothly, and that staff members were looked after and cared for. The IJR owes them a debt of gratitude for being the glue during a difficult 2020. The IJR Board also deserves a special word of gratitude for the leadership it exercised during 2020. A special word of thanks goes to the Executive Committee, ably led by our new Board Chairperson, Ms Glenda Wildschut, who ensured that the organisation remained on track.

The IJR, like many other organisations, owes its continued existence to the generous contributions of donors, and we wish to place on record our sincere thanks for the flexibility, understanding and generosity of our donors and other partners. We do not know how long the pandemic will hold us back, but we do know that we will emerge stronger and wiser as individuals and as an organisation. Ben Okri reminds us that,

[i]t's not how things are that count, it's what you do with them, what vision you have and with what strength you march towards that vision. We need a new consciousness. History is always responsive to a new consciousness.

Stanley Henkeman
November 2020

PEACEBUILDING INTERVENTIONS

The 2020 COVID-19 virus outbreak led to the implementation of a lockdown protocol for South Africa as well as for a number of African countries. Consequently, this impacted on the ability of the Institute for Justice and Reconciliation (IJR) to convene in-country workshops in Burundi, the Central African Republic (CAR), Zimbabwe and Ethiopia with regard to engagements with the African Union (AU) member states, and in Botswana with regard to the Southern African Development Community (SADC) stakeholders. However, the IJR continued to utilise online platforms to engage with its partners and stakeholders across the continent.



REGIONAL RECONCILIATION

The inability of the state to improve the well-being of its people has fuelled decades of violent conflict

The Great Lakes region has been afflicted by the cyclical recurrence of violent conflict and political tension. The artificial borders imposed by colonialism have created state structures that have struggled to deliver benefits to all citizens due to the inherent competition that these structures generate. In Burundi, the inability of the state to improve the well-being of its people has fuelled decades of violent conflict and mass atrocities which have left the population wounded and traumatised. The IJR Regional Reconciliation Project engaged in documenting the atrocities of the past as a means of creating intergenerational dialogue processes that would address the woundedness and trauma in society. In Burundi, the project produced a documentary film entitled, *1972: Broken Hearts* (at <https://www.youtube.com/watch?v=JBU88algaB8&t=229s>). The film featured testimonies of widows, orphans and witnesses of human rights violations committed in 1972 by the regime of the then-president of Burundi, Captain Michel Micombero, which led to the death of around 300 000 people, mainly from the Hutu ethnic group. Although no real attention was given to this tragedy



by the international community, it has been considered by many victims, especially in Burundi, as genocide against the Hutu ethnic group.

Subsequent to 1972, successive governments imposed a culture of silence on the victims and survivors regarding the atrocities that were committed. This was done by suppressing open dialogue about what transpired during the tragedy. The suppression of the voices of widows and orphans who suffered during this atrocity and lost relatives undermined the principles of reconciliation. Those who were viewed as traitors – or *Abamenja* in Kirundi – by the Micombero regime were targeted for stigmatisation and marginalisation. To reverse these effects on the voices of the victims and survivors, the project's documentary film is playing an important role as a 'silence breaker' and as a catalyst for intergenerational conversations focused on raising the awareness of the youth of Burundi and of the neighbouring countries of the Eastern Democratic Republic of Congo (DRC) and Rwanda through cross-border dialogue. Since its production, the film has been viewed by more than 2 000 people across the region through direct screenings and dialogues, as well as by 3 000 people online. A key outcome of these interventions is the contribution being made in altering the perceptions of the other and in changing the attitudes of Burundian, Congolese and Rwandans about the tragic legacy of the past in their region. /END

TRANSITIONAL AND VICTIM-CENTRED JUSTICE AND RECONCILIATION



Sustaining peace in Southern Africa

A promising start to Zimbabwe's development as a country was gradually undermined by authoritarian rule, which has led to the violation of human rights and the rule of law. The human rights situation in the country rapidly worsened as the government used the COVID-19 lockdown regulations to further constrain the democratic space by targeting journalists and human rights defenders. The ongoing political and economic crises, coupled with the militarisation of the state and a climate of fear among citizens, made transitional justice work difficult, dangerous and unpredictable, yet it remains the only option if there is to be hope of transformation. The Institute for Justice and Reconciliation (IJR) has worked with partners in Zimbabwe for nearly two decades, building the capacity of civil society, government departments, and institutions supporting democracy. In 2020, this project provided technical support and accompaniment to the constitutionally mandated Zimbabwe National Peace and Reconciliation Commission (NPRC), which is presently in the process of implementing its five-year strategy for the period 2018 to 2022. Using the knowledge and skills gained from the IJR since 2016, the NPRC managed to establish and capacitate provincial peace committees in all 10 provinces of Zimbabwe, in line with its strategy to decentralise its operations and build architecture for conflict prevention and peacebuilding at national and sub-national levels. The project is also supporting citizen-led initiatives to raise awareness of the importance of implementing transitional justice processes that contribute to upholding human rights and promoting redress for past violations through capacity-building processes and social campaigns such as **#ZimbabweanLivesMatter**.



The promotion of redress cannot be left to state authorities alone

The promotion of redress cannot be left to state authorities alone, because, more often than not, governments evade their responsibilities to facilitate redress and accountability for citizens who have endured past violations. Consequently, the adoption of the African Union Transitional Justice Policy (AUTJP) in February 2019 through the contribution of the IJR and other partners provides a continental framework to guide governments on implementing national processes of redress and accountability. In the Southern African Development Community (SADC) region, the IJR collaborated with the Centre for the Study of Violence and Reconciliation (CSVR) to popularise the AUTJP. Specifically, the project provided technical and expert input to the 47th Plenary Session of the SADC-Parliamentary Forum (SADC-PF) Standing Committee on Democratisation, Governance and Human Rights that was held virtually on 7 and 8 July 2020. This knowledge transfer to parliamentarians empowers them with content which can be incorporated into their legislative processes as well as their engagements with governments in the SADC region.

Countering violent extremism in the SADC region

In recent years, the Southern African region has seen a continued increase in violent extremism and associated terrorist activity. While once considered relatively insulated against this threat, recent incidents in northern Mozambique, South Africa, and several other SADC member states illustrate the changing nature of conflict in the region. Moreover, within states in the broader Southern African region there exist permissive root-and-trigger factors, including insecure borders, democratisation challenges, marginalisation along religious and ethnic divides, and inequality and poverty, that make these environments prone to the emergence and spread of violent extremism. In response to the growing threat that violent extremist organisations pose to states within the Southern African region, the IJR in January 2020 launched a project to:

- (a) provide an analysis of the root causes of violent extremism within Southern Africa, particularly Mozambique;
- (b) sensitise policymakers to developmentally-led approaches to preventing and countering violent extremism in contexts where it arises; and
- (c) build a network of expert analysts who are able to provide continued policy advice on measures to address violent extremism and terrorism in Southern Africa.



Throughout 2020, the IJR has provided continued analytical coverage on events unfolding in northern Mozambique and has worked to sensitise decision-makers regarding potential approaches to, and policies on, addressing the insurgency. This has included providing analysis and policy recommendations to the African National Congress (ANC), the European External Action Service, and the Embassy of the Netherlands in South Africa and Mozambique. On 25 June 2020, a virtual policy seminar was held in collaboration with the CSVR at which IJR staff members provided technical input and insights which will be documented as policy recommendations and be submitted to the SADC Organ on Politics, Security and Defence for consideration. Also, as of July 2020, the IJR conducted a series of informal interviews designed to generate data for a political-economy analysis of the conflict in northern Mozambique. This data was presented by the IJR at a formal series of roundtable discussions intended to counter the purely militarised responses to the ISIS-inspired insurgency, with civil society and private-sector representation from South Africa and the wider SADC region. This has helped not only to strengthen the quality of the IJR's research, but has also created a network of relevant stakeholders that the IJR can collaborate with in 2021 to affect positive change in Mozambique.

Countering extremism and activating reconciliation in Central African Republic

Despite the Peace Agreement signed on 6 February 2019 between the CAR government and 14 armed groups, conflict remains widespread in the country and has been worsened by a dire humanitarian crisis and political instability arising out of the planned 2020 election. In the course of this crisis, the IJR provided ongoing technical support to the Ministry of Humanitarian Action and National Reconciliation with regard to the drafting of a Bill on a national transitional justice strategy. In January 2020, the Ministry tabled the Bill in Parliament, which Bill was subsequently adopted, thereby providing a mandate for the establishment of a Truth, Justice, Reparation and Repatriation Commission (TJRRC) as well as a variety of other transitional justice initiatives. The adoption of progressive policy changes, which centre the role of local communities in national reconciliation, can be seen in the wording of the Ministry's January 2020 Truth Commission Bill, as well as in requests by the Ministry to the IJR to provide training and support for its network of Local Peace and Reconciliation

The IJR provided ongoing technical support with regard to the drafting of a Bill on a national transitional justice strategy



Committees (LPRCs). Both the acceptance of the TJRRC by Parliament and the request by the Ministry to assist in building the capacity of the country's peace committees are considered major project achievements and the result of a concerted effort to lobby the Ministry to refocus efforts on grassroots peacebuilding initiatives.

Notwithstanding COVID-19, the IJR was able to provide training and capacity-building for the Ministry's LPRCs as well as draft a Local Peace and Reconciliation Committee Action Plan to guide the work of the Ministry, the IJR and other local partners in 2021. In response to growing political tension in Bangui related to the upcoming elections, the IJR on 24 April 2020 took part in a virtual roundtable organised by the Egmond Institute and contributed to the development of a

policy brief outlining potential risk factors posed by COVID-19 and the elections to the CAR's ongoing peace process. As a result of the IJR's engagement in relation to this initiative, the United Nations Development Programme (UNDP) has sought to collaborate with the Institute in building the capacity of LPRCs, specifically as regards popularising the terms of the Peace Agreement.

Psychosocial peacebuilding

Since the IJR began working in the field of justice and reconciliation, it has recognised that, despite efforts to consolidate peace through its range of interventions, the issue of the psychosocial dimension of this work has been under-emphasised, which means that there is a case for bridging gaps between peacebuilding and mental health. In 2015, the IJR hosted an international inception conference, titled Healing Communities, Transforming Society: Exploring the Interconnectedness between Psychosocial Needs, Practice and Peacebuilding, which examined the nexus between psychosocial needs, practice and peacebuilding in the aftermath of conflict. While there was a resounding consensus that the previously distinct fields needed to be linked to attain more sustainable outcomes for conflict-affected communities, at that time there were very few case studies of this practical integration. Based on recommendations made at the conference, the IJR initiated a successful and pioneering research, networking and advocacy programme for integrating peacebuilding and mental health and psychosocial support processes. This programme is considered one of the leading initiatives of its kind in the world. In 2020, the initiative culminated in the IJR's participation in a Netherlands Ministry of Foreign Affairs (MFA) Task-Force which successfully lobbied the United Nations Secretary-General to recognise the need to link the fields in the annual Peacebuilding Architecture Review. As a result of the Task Force's efforts, the 2020 Report of the Secretary-General on Peacebuilding and Sustaining Peace (A/74/976-S/2020/773), which is the principal input of the 2020 Review of the UN Peacebuilding Architecture, states that 'the further development of the integration of mental health and psychosocial support into peacebuilding is envisaged to increase the resilience and agency of people and communities'.

The COVID-19 pandemic has led to an increase in emphasis on scaling up mental health support to vulnerable individuals and communities. Consequently, international organisations and institutions are recognising the important complementary effects of linking mental health and psychosocial support (MHPSS) and peacebuilding (PB). The Working Group of the international UN-anchored Inter-Agency Standing Committee on Mental Health and Psychosocial Support and Peacebuilding consists of some of the world's leading international development organisations. Since the IJR joined this Inter-Agency Standing Committee, significant goals have been achieved in terms of broadening membership, deepening knowledge through international webinars, and conducting a survey to better understand where organisations are at in terms of working together with the other field.



The Kofi Annan International Peacekeeping Training Centre (KAIPTC) is one of the leading training centres of its kind on the continent and offers a broad bouquet of training programmes to African Union (AU), ECOWAS (Economic Community of West African States) and UN personnel deployed in Africa. Given the exposure to stressful and potentially traumatic events during deployment, peace support operations (PSOs) and humanitarian assistance (HA) personnel need to be trained in basic mental health and psychosocial support and stress management skills. IJR staff member Friederike Bubenzer was commissioned by the KAIPTC to conduct a baseline study assessing the need for MHPSS training for PSO and HA personnel at the Centre. The study identified overwhelming support for such a course and, during the 2020, the IJR assisted in developing this first-of-its-kind course and will also be involved in piloting its operationalisation.

The COVID-19 pandemic has led to an increase in emphasis on scaling up mental health support to vulnerable individuals and communities



Pan-Africa reconciliation network

African countries, having internalised the legacy of colonial systems and structures, are enduring the persistence of political tension and violent conflict. This is happening in countries such as Burundi, the CAR and Zimbabwe, as well as in Ethiopia, Cameroon and Mali. In these countries, efforts to build peace have faltered, in part due to the absence of a targeted and focused engagement with the demands of transitional justice processes. The formal adoption of the AUTJP, which the IJR contributed to over a decade, has provided the continent with a specific policy framework to address the injustices of the past as a pathway to building inclusive societies in the future. The AUTJP is a continental guideline for AU member states to develop context-specific, comprehensive policies, strategies and programmes aimed at democratic and socio-economic transformation, as well as at achieving sustainable peace, justice, reconciliation, social cohesion, and healing. The AUTJP explicitly recognises that the role of civil society organisations cannot be under-estimated and that these organisations' expertise is crucial. The IJR Pan-African Reconciliation Network (PAREN) was established partly in response to the AUTJP requirement that 'civil society members, community-based organisations and the media should campaign for and facilitate the emergence of the necessary public national conversation and debate on pursuing transitional justice processes'. Provision should also be made for enabling these and other actors to play their role in creating forums for, and documenting and reporting on, transitional justice processes. PAREN is composed of a network of practitioners and analysts working in the field of transitional justice and peacebuilding through engagement, training, awareness-raising, and stakeholder consultations on the implementation of the AUTJP.

'civil society members, community-based organisations and the media should campaign for and facilitate the emergence of the necessary public national conversation and debate on pursuing transitional justice processes'

PAREN is composed of a network of practitioners and analysts working in the field of transitional justice and peacebuilding

Despite the formal adoption of the AUTJP, the policy has not been fully engaged with and it is currently not being sufficiently utilised by AU member states to guide their own internal, gender-sensitive transitional justice and peacebuilding processes. In February 2020, the IJR convened an Expert Roundtable on 'Strategies for the effective implementation of the AU Transitional Justice Policy', which roundtable was held in Nairobi, Kenya. Stakeholders included representatives of AU member states, regional economic communities (RECs) (Intergovernmental Authority on Development or IGAD), state institutions and civil society, as well as analysts and academics, all working on the implementation of transitional justice, peace and security processes across the African continent. Governmental stakeholders, non-state actors and REC institutions were capacitated and thereafter identified the most effective strategies to advance the implementation of the AUTJP. On 3 June 2020, the IJR provided technical and expert input in respect of an AU Department of Political Affairs (DPA) webinar titled, 'COVID-19 pandemic: The challenges and obstacles for transitional justice'. In July 2020, the project provided the South African Minister of International Relations and Cooperation, Dr Naledi Pandor, with a high-level briefing on the AUTJP and how to support its effective implementation. The project also provided technical input on the AUTJP for the AU Chief Advisor on Peace and Security and the AU Permanent Observer Mission to the UN in New York as part of the IJR contribution to a Common African Position Paper on African Peacebuilding Priorities and the 2020 Review of the UN Peacebuilding Architecture.



International justice and survivor-centred justice

In an effort to address the injustices of the past, the approach of prosecuting perpetrators in the international criminal justice arena has impacted upon peace-building processes on the African continent. Where perpetrators are also victims, over-reliance on prosecution does not effectively contribute to the restoration of their human dignity. In 2020, the IJR contributed to the development of a pan-African understanding of survivor-centred justice processes, as well as assessing the modalities of its operationalisation, with reference to the AUTJP. Specifically, the IJR produced a Policy Brief based on an IJR and Pan African Lawyers Union (PALU) policy roundtable on 'Survivor-centred justice: Towards the operationalisation of the African Union Transitional Justice Policy', which was held in Arusha, Tanzania. The Policy Brief will be utilised for engagement with AU institutions and stakeholders with a view to contributing to the integration of notions of survivor-centred justice into the work of the AU and its RECs, such as the East African Community (EAC). In practical terms, this project contributed to the development of a continental approach to survivor-centred justice that ensures that perpetrators and beneficiaries can be actively incorporated into an accountability, redress and reconciliation framework that will promote political, social and economic justice and so create the conditions for more cohesive political communities. /END



RESTORING HUMAN DIGNITY AND BOTTOM-UP RECONCILIATION

Social Change Model

In line with the objective of the Social Change Model (SCM) Project that sought to 'create opportunities for communities to have credible voices in policy processes', the project team proceeded to continue on that trajectory, and this yielded many successes. After years of laborious work that, at times, culminated in disappointment, the project team successfully established a working relationship between itself, IJR ambassadors, and local and provincial departments.

In 2020, the SCM project team, accompanied by the IJR ambassadors in Bloemfontein, met with the Provincial Secretary of the South African Youth Council (SAYC), Mr Sizwe Zingitwa, and the President of the Congress of South African Students (COSAS). Mr Zingitwa stressed the relevancy of youth involvement in community processes and committed to mentoring and supporting our ambassadors as they set up their non-governmental organisation (NGO).

In 2020, as well, the SCM project team, accompanied by two ambassadors, met with the Mayor of Makhanda, Mr Mzukisi Mpahlwa. Following the project team's presentation of its long-standing work in Makhanda, the Mayor agreed to assist the Ambassadors' Forum (Bambisanani) in its efforts to create dignified living in Makhanda, and to connect it to the relevant government departments, including the Director of Education and Health. This show of support from the Office of the Mayor will contribute to meaningful and material change in Makhanda.

With the government lockdown came the need to migrate conversations to an online space. In an attempt to adapt to the new reality, the SCM project team hosted a three-part series of Zoom webinars with ambassadors from around South Africa to allow them to speak to their experiences of the pandemic, lockdown, and the effects thereof on their communities. Following the webinar series, ambassadors indicated that they had been approached and invited by audience members from government and civil society to exchange knowledge and collaborate within their respective communities.

As a result of one webinar, the Director of Research and Development Services in the Northern Cape's Office of the Premier, Angelique Harsant, congratulated the SCM project team and emphasised the importance of the conversations being held. She asked that the team share with her their lessons and experiences working in communities across South Africa, and, later on, invited the SCM project team to participate in a conversation on spatial research in the Northern Cape.

It should be noted that ambassadors had no previous experience of webinars; hence the project team facilitated training sessions with them on how to use Zoom and how to present their topics to a wide audience. With this newfound skill, ambassadors are able to continue their work in communities online and adhere to government regulations at the same time.

As a result of our methodological approach to dialogue and conflict mediation, as well as a belief in working sustainably within communities, the SCM project

team was invited by the Manager of Special Programmes in the Vryburg District Municipality (North West) to facilitate an intervention on gangsterism and peer pressure in two of the town's high schools. This conversation would take place in November 2020 and involve various stakeholders, including the South African Police Service (SAPS), the Department of Public Safety, and IJR ambassadors.

The invitation by the various stakeholders demonstrates the wide reach and influence of the SCM Project within the town of Vryburg and its smaller communities.

The SCM project team would like to extend a very warm word of thanks to all our ambassadors, whose dedication and commitment are unrivalled and without whom we would not be able to do our work.



Decolonised Concepts and Terms

The Decolonised Concepts and Terms Project has concentrated on restoring the dignity that colonialism and apartheid stripped from people. Before lockdown, women from towns in three provinces came together to share their experiences. Storytelling and sharing are key elements of the work that we do. At this event, the women discussed various matters: children falling victim to unemployment, drug abuse,

seasonal employment, faith in the Lord, and pride in their work, which includes piecework and raising their families. In the majority of cases, they are the main providers for their families. For many of them, their husbands and men work in neighbouring towns

Storytelling and sharing are key elements of the work that we do

or take on seasonal jobs in and around the areas where they live.

The change came when, despite sharing similar stories, they were brought together in a space where they felt safe to share their truths. It was upon learning about each other, and what they are faced with, that they started coming up with ways to be supportive of each other, to add value to their communities, and to take care of and protect one another's children – in other words, acting in the spirit of Ubuntu. Some of the participants were opening up for the first time, and this helped them to feel heard and seen, thereby advancing their dignity.

As with many of the IJR's projects, lockdown meant the suspension of face-to-face activities. With the easing of restrictions, ambassadors were asked to conduct research during which people were asked about dignity indicators – for instance: How does one know if one is living a dignified life? This experience has helped ambassadors to improve their research skills and to gain greater knowledge and understanding of the topic. This is vital for the project, as it empowers communities to participate more in the work that is being done. Once the research has been collated, it will be shared with communities and, based on this, advocacy and policy interventions will be formulated.

We are especially grateful to the ambassadors for the work that they have done and continue to do in very difficult circumstances. COVID-19 has highlighted the need for strong relationships with community change-makers, and, without the ambassadors, the IJR would not be able to work in the field. / **END**

ANTI-RACISM, SOCIAL COHESION AND INCLUSION



Anti-Racism Project

One of the most startling issues to emerge during COVID-19 has been how the pandemic has played out along racial lines. While many of the privileged areas were fixated on the ability to exercise, poor areas were being patrolled by members of the police and army. The lockdown has disproportionately affected people of colour and the communities where they live.

During this time, the project team has not been able to meet physically but has been in communication with our ambassadors on the ground. In many areas, these ambassadors have been involved in community projects, from COVID-19 education to assisting in soup kitchens. We wish to commend them for the tremendous contribution that they have made, often from their own pockets and with very limited resources.

Before lockdown, we were able to host several interventions within the Coloured, black and white communities in which we work. Overall, the process, activities, questions and facilitation were such that a platform could be created to effectively discuss issues regarding race on a personal and a societal level. Such dialogues not only created a safe platform, but also allowed participants to act and cross racial barriers. Participants experienced significant growth and were ready to act and apply lessons learnt as a result of being involved in the dialogues. Each dialogue entailed a unique process and was flexible enough to adapt it to the needs of participants and the topics that emerged.

As a result of these workshops, many participants not only learnt numerous new lessons about racism, but were also moved to act, and a passion to revive and innovate existing community structures that could be used to dismantle racism was kindled.

There was a shift among Coloured participants which allowed them to feel safe and to speak openly about issues of race and racism, something which they felt they could not do before. Participants were more open to trusting and wanted to share what they had learnt with others.

These dialogues helped participants to have more respect and compassion for people and to want to assist those who are different from them. Participants also felt more willing to accommodate other racial groups.

A sizeable proportion of participants said that the dialogues had helped them to have more respect for others and that it is important to take the time to understand others and their religions, beliefs and backgrounds. They also said it is important to communicate respectfully with other races and that they would teach their children to do the same.

Such dialogues not only created a safe platform, but also allowed participants to act and cross racial barriers

As a result of our interventions, black participants better understood the deeper nuances of racism and were moved to act in various ways, especially within the community. Coloured participants needed to understand their identity and ancestry, and needed to be acknowledged and seen as equal by other races.

*The dialogues opened up a safe space for Coloured participants to air their grievances and highlight the interconnectivity between race and many social issues. Coloured participants mainly grew in self-awareness and gained a new desire to discover themselves. Also, they were open to engage with other races and get to know them better. White participants needed to first understand concepts around race; they grew in their understanding of important concepts and became aware of the manifestation of race and its nuances. There was a willingness among white participants to learn more about race and the experiences of other races. Overall, the dialogues impacted participants in unique ways that resulted in thinking and behavioural shifts. / **END***

GENDER JUSTICE AND RECONCILIATION

Gender Justice Project

One of the aspects that was forcibly brought home in 2020 is how relationship-building is foundational to doing gender work. It is imperative that we build, rebuild and restore relationships within the communities in which we work.¹ If we can build healthy relationships, communities are more likely to take ownership in respect of change and sustain the work started by the Gender Justice and Reconciliation (GJR) Project.

The GJR project team found it immensely useful to employ emergent-learning theory in the dialogue space. 'Emergent learning' is a term used to describe a flexible pedagogical approach that centres the interests and circumstances of participants on the day in order to determine the learning/dialogue content. It is an impactful methodological approach that leaves each participant feeling heard and affirmed and believing that her or his opinions matter and are useful, both of which are central to building healthy relationships.

COVID-19 has brought with it many challenges while at the same time highlighting existing fault lines within South African society. At an organisational level, the pandemic has meant that the IJR has not been able to travel to the communities we serve. This has placed an enormous strain on our ambassadors, who have continued to meet the needs of their communities in very difficult circumstances.



¹ The communities involved in the programme are from Calitzdorp, Vryburg and Bloemfontein.

The pandemic has highlighted and exacerbated the plight of women and the unacceptably high rate of gender-based violence

One of the issues to emerge from the pandemic is unequal access to the digital world. While more-affluent communities were able to seamlessly switch to Zoom and WhatsApp, the same cannot be said for poorer communities. Access to digital platforms has been divided along race and gender lines. In addition to this, many women have suffered increased amounts of abuse. During lockdown, the GJR project published material on how the pandemic has highlighted and exacerbated the plight of women and the unacceptably high rate of gender-based violence (GBV).

Through the establishment of the Gender Webinar Series, the GJR Project has been able to set up a platform of shared learning. The vision of the series was to invite the online South African public into discourses surrounding gender elements that have undergirded the COVID-19 pandemic. Moreover, it introduced insights into practical ways of addressing gender justice in a context that is challenging – socially, economically, politically and in terms of health systems dynamics. The series has drawn speakers from the Commission for Gender Equality, the University of the Witwatersrand's Centre for Applied Legal Studies, and the South African Police Service (SAPS). This is indicative of the broad stakeholder engagement that centres the project's high-level position whilst at the same time being rooted in a community outlook. / **END**

Advancing gender justice and reconciliation in South Africa

The GJR Project focused on creating safe spaces for gender dialogues.

The objective was to surface the experiences of different and marginalised gender identities and sexualities, to acknowledge the pain, to tell the truth, and possibly pursue healing. Gender justice and reconciliation is a long-term process that encourages positive attitudinal and behavioural shifts through fostering greater empathy, compassion and understanding for different gendered experiences and realities. The Gender Webinar Series has been pivotal in also driving community dialogues with the South African public. The series, whilst driven through digital means, sought to equally adapt to the evolving context of the COVID-19 pandemic in which direct and physical engagements had become limited.

In the course of doing this work, we were able to create the space for participants to engage authentically and with vulnerability in order to foster healthy gender relations. We saw the building of relationships between the IJR and the participants, as well as among the participants themselves. This was not just done on an individual level but extended to creating relationships between different communities as well.

IJR ambassadors are central to the GJR Project's work. Without them to act as mediators and intermediaries between the GJR and the community, there is little that can be realised. The project team must maintain a good and healthy working relationship with its ambassadors. This has been achieved through regular telephonic check-ins and leveraging our contacts to assist them in the work they do, even when it falls outside our scope of interest. It is also of vital importance that the GJR Project can support activities and actions undertaken by ambassadors in their communities so that the communities take responsibility for themselves and for improving their lives. Also, it creates citizens who are more active and lessens the dependence on the IJR, thereby creating self-sufficiency. / **END**





SOCIO-ECONOMIC JUSTICE (INCLUSIVE DEVELOPMENT)

In 2020, the theme of socio-economic justice has undergone a thorough and deliberate process of reconceptualisation under the Inclusive Economies Project. This process has culminated in a Concept Note that unpacks the current shortfalls in the dominant narratives around economic growth and also sustainable peace, proposing a unique IJR perspective, the theory of change, cutting-edge methodologies and future research prospects. The Concept Note will guide this theme over the next four years.

To strengthen the quality of the IJR's research and policy contributions, greater attention will in future be given to human-development considerations across the IJR's interventions. This will allow the Research and Analysis Programme to consider more deeply the relationship at play between inclusive development, democracy and peace or conflict. In expanding the institutional lens of socio-economic justice (from a national to a continental focus), this theme has been positioned to be integrated across the IJR's programmes and to contribute to a more nuanced, holistic understanding of social cohesion, peacebuilding and reconciliation.

In laying the foundations for a renewed and expanded understanding of this theme, the year has simultaneously been used to advance a unique IJR voice in both research and advocacy. The Inclusive Economies Project has contributed to developing and refining questions that investigate various dimensions of socio-economic justice within surveys such as Afrobarometer (AB) and will make similar contributions to the upcoming South African Reconciliation Barometer (SARB) survey. The refinement of questions speaking to this theme will bear fruits for analysis and policy in the ensuing years.

Despite the challenges presented by the COVID-19 pandemic, various papers that linked perception data with matters of socio-economic development in South Africa have been published. These have informed, and will continue to inform, future research and policy considerations while also expanding the IJR's voice on such topics. Within public-opinion discourse, regular op-eds have been published in South Africa's leading publications, while advocacy through webinars has focused on various facets of socio-economic justice. Laying the foundations for a renewed IJR voice under this theme has been integral to legitimising and building the IJR's influence here.

In pursuing a deeper institutional integration of socio-economic justice and inclusive development, consultations across programmes have set out to make linkages

between themes clearer, materialising in the incorporation of economic considerations into other projects. Within Peacebuilding Interventions, this is exemplified in a more advanced stage within the Countering Violent Extremism in the SADC Region Project, which is currently analysing the insurgency in northern Mozambique using a lens crafted mainly under this theme. Within the Sustained Dialogues Programme, the Gender Justice Project has also begun paying greater attention to this theme through internal conversations resulting in the pursuit of an intersectional publication.

The arrival of COVID-19 has disrupted the possibility of hosting consultative stakeholder workshops in redeveloping the theme. However, this has been worked around through more extensive desktop research and internal consultations. The impact of the socio-economic groundwork laid in 2020 will continue to be seen across the IJR's work, outputs and outcomes throughout the IJR's four-year strategic cycle.

Inclusive Economies

In 2021, Inclusive Economies will be pioneering a novel series of publications investigating the links between development, democracy and peace across Africa. This will culminate in a continental-level publication and five country-level studies, each setting out to understand where the opportunities for conflict might arise as the global and continental economies contract.

Alongside these publications, policy briefs, dispatches and occasional papers will bring together insights from perception data with broader analyses that inform policymaking across the themes dealt with within the project.

Afrobarometer

Having been registered as a sole entity in 2019, Afrobarometer (AB) looked forward to an exciting transition: from operating as a project to becoming a fully-fledged entity. During the first quarter of 2020, the entity successfully consolidated its Board members, launched its International Advisory Council, and strengthened its fundraising arm, which forms part of the Engagement Unit. During the third quarter of 2020, a new Chief Executive Officer was appointed, to commence work during the second quarter of 2021.

For the entity, the year 2020 would also see the continuation of the Round 8 surveys, with the IJR AB team planning to field six of its remaining countries (Lesotho, Mauritius, Mozambique, Eswatini, South Africa and Zimbabwe). The other three countries, Botswana, Namibia and Angola had their Round 8 surveys completed in 2019. During the current round, the IJR team also welcomed one of Africa's giant oil and gas producers, Angola, to the AB network. Several attempts had been made in previous years to bring Angola into the AB network. However, these were hindered by the country's 'closed' political space and the high cost of conducting face-to-face surveys there.

Owing to the global COVID-19 pandemic, a decision was made to suspend all contact activities, including fieldwork in the remaining 18 countries (six of them managed by the IJR team) as well as contact dissemination activities. To remain relevant and ensure that survey data could still be shared with its stakeholders, the project team came up with innovative ways to release such data. This included the use of online channels, for instance the hosting of webinars in Angola, Lesotho and South Africa. The temporary suspension of fielding surveys also freed up space for the team to contribute to AB's publications. The AB team also continued to work with its Country Partners to prepare the Round 8 surveys by completing outstanding fieldwork activities (in Mauritius, Mozambique, Eswatini, South Africa and Zimbabwe).



As capacity-building is one of AB's objectives, the project teams participated in training on data management and the formulation of survey questions. Working with its peers in East and West Africa and the francophone countries, the project team also developed several position papers on online technical assistance, which would subsequently become useful in managing National Partners remotely. The first test case for managing surveys remotely will be that of Mauritius.

Although the existing Round 7 and Round 8 data do not directly focus on COVID-19, the AB team was still able to leverage the available data to produce publications and blog posts at the country and continental levels, undertake online dissemination, and disseminate data via social media. The existing AB data was used to illustrate the vulnerabilities of African populations as well as report on institutional assets and

liabilities (e.g. trust and legitimacy, or the lack thereof). We also specifically drew attention to the danger of some governments possibly using COVID-19 as an excuse to limit freedoms in ways that are difficult to undo and at a time when public participation and action are severely constrained. AB has therefore urged donors and democracy activists to be watchful.

AB data remains one of the most trusted, go-to sources of African opinion on governance and related matters. The data has been used in various ways by a wide range of actors across the continent and in Southern Africa more specifically. Below we present a few examples.

Namibia

At a time when the government of Namibia is working on its Harambee Prosperity Plan¹ for the incumbent President's next four-year term in office, the President's Advisory Team invited AB to participate in its workshops. In these workshops, data on government performance, citizens' aspirations, corruption, and the state of democracy and political trust was shared. The response to the results and analysis was very positive, even though the findings were highly critical of the incumbent and his government. This is what our National Partner (NP) for Namibia had to say in responding to this engagement with the Namibian government:

There has definitely been a positive shift in attitudes towards the AB among the Government and political elites in the country. We received positive feedback from the two presentations and there is a possibility that we may continue providing inputs to the presidential advisors.

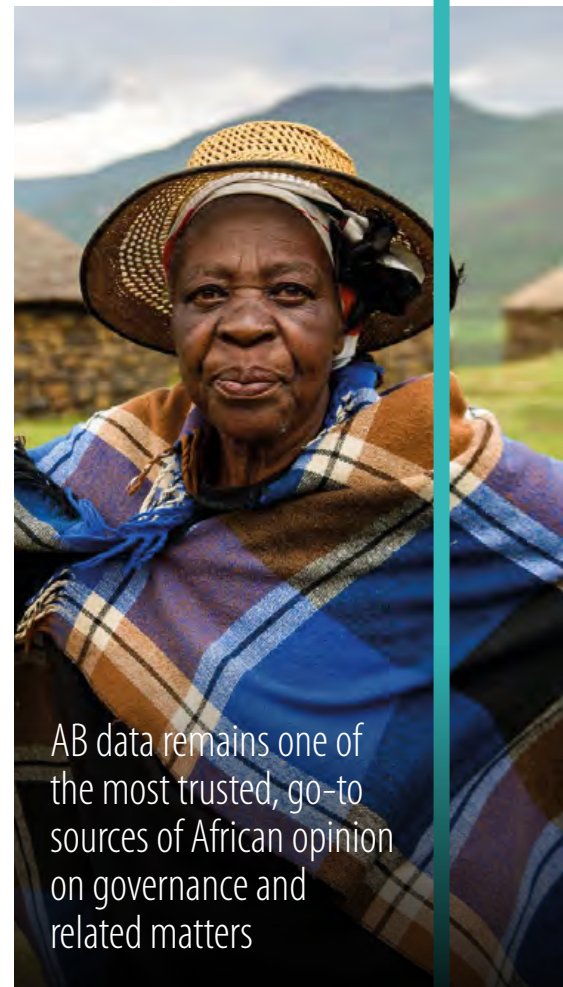
Another development saw the Friedrich Ebert Foundation (FEF), one of the German political foundations active in Namibia, requesting inputs for The Just City Project. The Just City Project of the FEF is investigating the links between urbanisation, public-goods provision, and the quality of democracy in Namibia (and in Kenya). It is a survey that compares several urban locations with some rural locations, looking to establish the impact of urbanisation and the state of public-service delivery on democracy. The FEF Namibia office requested an analysis of the themes that AB surveys, including citizenship and participation, access to public services, public safety, crime and land. After receiving the first presentation, the FEF requested a second round of analysis. The analysis will provide further context for The Just City Project, whose survey is planned for next year.

The AB continued to strengthen its relationships with the media, a move that has seen widespread dissemination of its findings. Using the AB data, the NP for Namibia constantly writes articles for the Namibia Media Holdings Newspapers *Allgemeine Zeitung*, the *Namibian Sun* and the *Republikein*. The National Investigator will continue working on some new media publications on Namibia's November 2020 local and regional elections, focusing on corruption, public trust, and government and leadership performance and how these relate to the Namibian local elections.

Lesotho

The local NP, Advision Lesotho, issued a press release on social media in response to the proposed promulgation of the Lesotho Communications Authority (Internet Broadcasting) Rules of 2020. The Communications Authority sought to regulate the Internet and social media in the country. The press release was covered by the Lesotho press, the *Sunday Express*, and *The Reporter*, which is an online news outlet.

¹ Namibia's Harambee Prosperity Plan is the Namibian government's Action Plan for achieving prosperity for all citizens. See <https://www.gov.na/documents/10181/264466/HPP+page+70-71.pdf/bc958f46-8f06-4c48-9307-773f242c9338>.



AB data remains one of the most trusted, go-to sources of African opinion on governance and related matters

In Lesotho, all dissemination activities (online and in-person) were extensively covered by the media. The publication discussing political reforms was debated on Tsenolo FM Radio. Further, we have seen immense growth in advocacy work. Our stakeholders are beginning to provide practical solutions after interrogating the data. A panel discussion on Harvest FM Radio and Radio Maria Lesotho on the export of natural resources from Lesotho provided interesting testimony. Whilst this has always been a contentious issue in Lesotho, our data confirm that citizens remain disgruntled with the poor management of the country's natural resources. The majority of the Basotho believe that the government has not committed itself to protecting its citizens from unscrupulous dealers. These exporters have immensely benefited from the country's natural resources at the



expense of the populace. As part of the recommendations, panellists were clear about the need for the government to craft policies designed to protect the citizenry. Panellists also felt that there was a need to renegotiate the mining shareholding and the Lesotho Highlands Water Project Treaty. In responding to the panel discussion on natural resources, a concerned Mosotho had this to say:

I had an opportunity to listen to your programme on Harvest FM and further visited the Afrobarometer site. Firstly, I appreciate your endeavours in revealing social hardships imposed on us by decisions made by our government, which also have economic implications. We are suffering, and live in hunger and poverty. We are sitting with the wool of our animals, which is not being bought or sold. Even those who buy it, do so at very low prices. Others sheared their animals a year ago but, to date, they have not received any money for their wool; they have no idea when they will be paid. Ladies, please help us to ensure that the wool from our animals provides us with a living. Thank you.

(Friday, 2 October 2020, at 6.43 pm. Subject: Basotho's wool & mohair)
(Note: The above quotation was translated from Sesotho into English by our National Investigator for Lesotho.)

Angola

In Angola, the Secretary of State for Human Rights and Citizenship applauded the NP for Angola for sharing data on access to public services and expressed his commitment to using the data to effect changes in his department.

Publications

A total of 19 papers (17 dispatches and 2 policy papers) were released during the reporting year by both our NPs and the AB IJR team. Drawn from various themes, the papers dealt with the following areas: health issues and COVID-19, informal traders and their interconnectivity with COVID-19, cash shortages hampering efforts to fight COVID-19 (in Zimbabwe), social grants and unemployment (in South Africa), the media, emigration, natural resources (in Lesotho), and extremism and political violence (in Mozambique).

In addition, the AB IJR team assisted with the review and publication of 20 NPs' press releases focusing on similar themes outlined above.

Conferencing, workshops and webinars

The year started with in-person events, including presentations in various cities. The Southern Africa team made numerous presentations to various stakeholders using the Round 7 data. Included in the series of presentations was a presentation at the IJR in Cape Town on access to justice made to visiting Sophia University students. The AB data was also presented to the Executive Director of the Navarra Institute in Spain and to the Institute for the International Education of Students NPC. In addition, the team participated in roundtable discussions on climate change, finance policy and water security as well as in a webinar on reimagining Africa's health system hosted by Yiaga Africa and the Civic Futures Initiative. In celebrating World Health Day on 7 April 2020, the team released the AB survey data on health through a live Twitter chat. A similar live Twitter chat was used to release data on health in order to respond to questions on managing COVID-19. This release was done through a certain amount of collaboration with the Youth Lab.

South African Reconciliation Barometer

SA Reconciliation Barometer 2019

SA RECONCILIATION BAROMETER SURVEY: 2019 REPORT



A PUBLICATION BY THE INSTITUTE FOR JUSTICE AND RECONCILIATION

The South African Reconciliation Barometer (SARB) Project is implemented in a two-year cycle, with one year dedicated to fielding and implementing the survey and the alternate year focusing on disseminating the findings of the most recent survey. The year 2020 was a dissemination year, as the previous survey was fielded in 2019.

Launched in mid-December 2019, the SARB Report was cited extensively by President Cyril Ramaphosa in his weekly newsletter focusing on Reconciliation Day on 16 December, and his newsletter was subsequently reproduced by a host of media outlets. Building on a successful survey report launch, the SARB Project featured regularly in local and international media in 2020. Locally, SARB data was used in news commentary and analysis relating to South Africa's State of the Nation Address, the Budget Speech, and the national COVID-19 lockdown, while, internationally, such data informed a BBC documentary on perceptions surrounding interracial relationships in South Africa and was included in Dutch newspaper articles on the legacy of apartheid. SARB publications continue to be well received by researchers and the media. The SARB Policy Brief on trust in media was intended to guide government planning regarding its messaging to curb the spread of COVID-19 and was sent to all provincial health MECs. The

The data and publications from the SARB are influential within policymaking circles

Policy Brief was also discussed in detail on the national radio station, SAFM. The SARB publication on the state of democracy in South Africa was launched via a well-attended Zoom webinar, in partnership with AB and the Democracy Development Programme (DDP), a non-governmental organisation (NGO) in Durban, and led to several further interviews that were broadcast on the subject.

SARB data continues to be an important resource in gauging public opinion and measuring progress in fostering social cohesion over time. The data and publications from the SARB are influential within policymaking circles. The Democratic Alliance (DA), South Africa's official opposition party, used data from the SARB and cited an SARB publication to support its reformed policy on employment equity. The party's Head of Policy furthermore cited SARB data in her public engagements on the policy debate. The national Department of Planning, Monitoring and Evaluation (DPME) continues to use SARB data in its assessments of national progress towards achieving the goals of the National Development Plan by 2030. The DPME will further make use of SARB data in revising the Medium-Term Strategic Framework, which constitutes a medium-term analysis of key factors in strengthening social cohesion. Finally, in its consultations on its mandate to work towards eliminating racism, the national Department of Justice and Constitutional Development has sought to include IJR expertise, including data from the SARB. /END

YOUTH IDENTITY PROJECT



Since the inception of the Youth Identity Project (YIP), the dialogical method employed has been that of storytelling. The project uses various creative models to help young people access and share their stories in ways that facilitate a deeper sense of belonging and affirm their inherent dignity.

Unfortunately, due to COVID-19, the YIP held only one dialogue workshop in 2020, but it was an incredibly powerful experience for all present. To guide young people to access their stories for the YIP photobook at the end of the year, the project team asked those present to share significant moments in their lives. Using the River of Life exercise to help participants access and structure their stories, the project team requested them to think back to the events that shaped and transformed them, and that brought them to the dialogue space.

Some participants had never shared their personal stories, and so listening to others' lived experiences (including hardships and struggles, and joys and victories) helped solidify the trust the YIP team was trying to build between those present. As is true of the human experience, particularly in a wounded society like that in South Africa, hardship is an inevitability, and each person who shared their story had

In order to build and nurture relationships, there must be a high level of trust



experienced deep pain at some point in their lives. Those who listened to what was shared did so with the utmost compassion and kindness, thereby advancing the kind of community they envisioned at the beginning of the workshop: a community where each person is seen, understood, and can flourish.

On that day, a grandmother and her granddaughter attended the dialogue and their heartbreaking story of loss and rejection touched the hearts of all those present. They confided in us that they had never before shared their story with anyone and thanked the project team for opening a space where they could do so. This reaffirms the importance of community dialoguing: it is in breaking the silence and in the unburdening that we build healthier and healed communities that can reclaim their dignity.

If we seek to build communities that are safer for all, and where each person can thrive, then relationship-building is imperative to achieving this goal. To build and nurture relationships, there must be a high level of trust, but this is difficult to achieve when project teams are away for long periods. The YIP hopes that the project can work even more sustainably within the community where it operates and can deepen its impact and influence in building healthier and healed communities.

The YIP would like to thank our ambassadors for their unfailing energy and commitment, often going beyond the call of duty to make their communities better. / **END**

The organisation has managed to calibrate an innovation stimulated by the lockdown

IJR Innovation JUST A “FRAXION” OF THE BIGGER PICTURE

After long contemplation, the IJR Operations team launched the use of an online payment and approval system, *Fraxion*, within the organisation in 2020. Lockdown had many rushing around trying to find ways to make working remotely easier and productive. The IJR was lucky enough to be one of those organisations that was nudged in the right direction, demonstrating ingenuity in a time that was trying for many organisations. A year into remote working, the organisation has managed to calibrate an innovation stimulated by the lockdown to make sure that the finance department’s controls remain operational despite the country’s lockdown.

The decision to move to an electronic payment system was warmly welcomed by staff who demonstrated flexibility in the midst of all the challenges and ‘new norm’ of working from home, to quickly learn, adapt and pilot the *Fraxion* systems. The move proved to more efficient and effective.

The piloting phase used the ‘train the trainer’ method which proved to be quite useful, allowing staff to receive training and practical understanding before having to go live. Furthermore, it presented the operation team an opportunity to move into a trainer and facilitator role.

At the start of the process, as can be expected with any transformation, many were not entirely convinced of the move. While it was extremely challenging

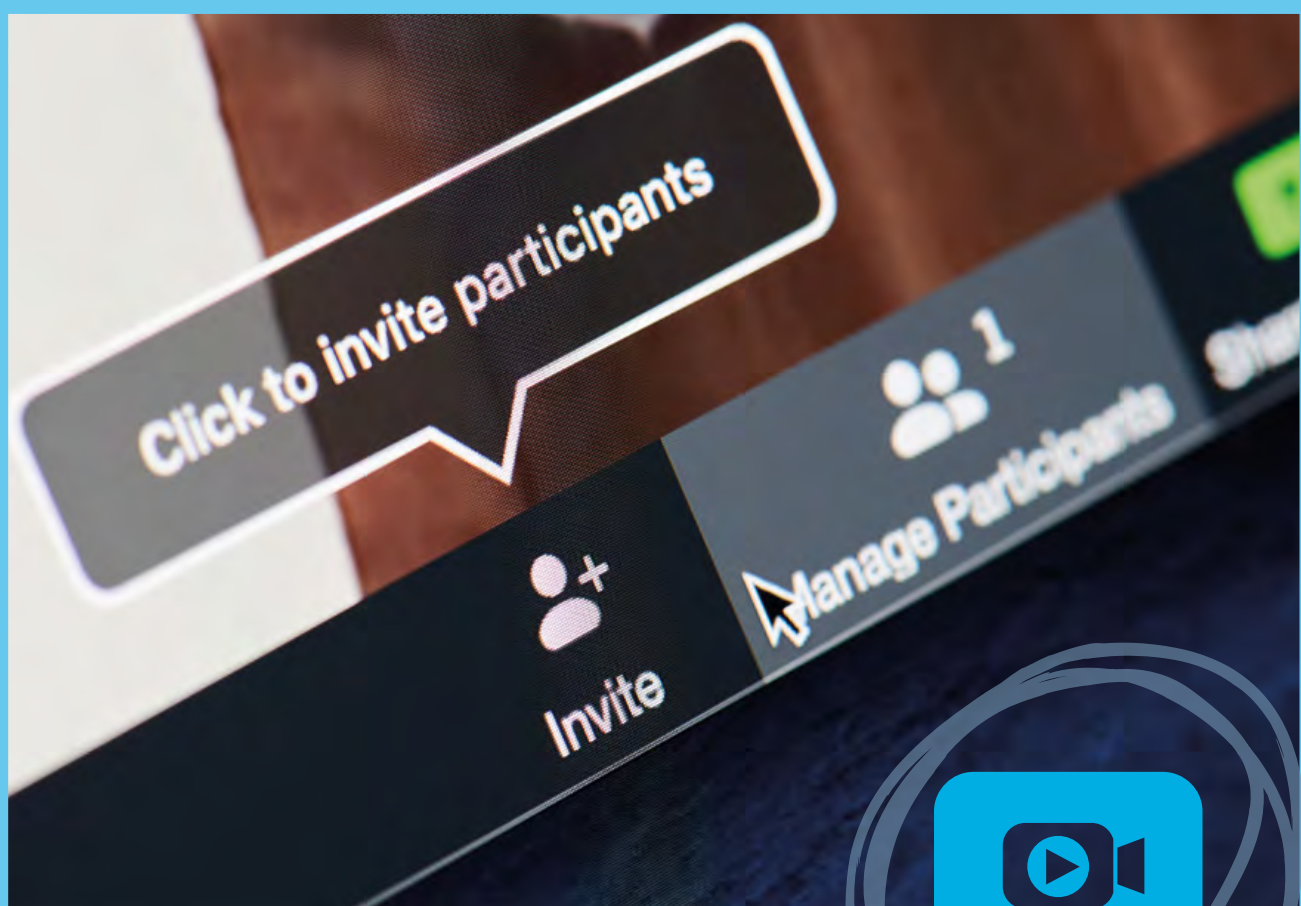
keeping motivations high, once everyone realised that, though this was new to all, the benefits of this innovation proved to be well worth the effort. It was soon understood that we are all in this learning process together. For the training, staff members were split into three groups. Each group had two trained members from Operations programme to guide them through the four sessions, the last being a practical test-run and a Q&A.

A guide to *Fraxion* manual was compiled and shared with staff with screen shots and step-by-step points demonstrating how to navigate the site with ease. Additionally, the guide also provided links with two-to three-minute tutorials recorded by the team on how to navigate the system and FAQ.

The online system piloted parallel to the manual system for the first month before going live. A year into lockdown, *Fraxion* has assisted in bringing to light areas of development around accountability, responsibility, timeous planning and consistency. This prompts colleagues to work synchronously with their work plans, policies and Standard Operational Procedures (SOPs).

One of its many efficient services is that it allows budget holders and approvers to approve any request by simply logging onto the platform via the notification link. In the long run, this will foster a productive, fair and transparent culture within the organisation when it comes to finance and related processes.

While this platform has many more functions, we have not yet had the opportunity to explore them all. We definitely hope to keep IJR on this new, exciting and innovative journey where we continue to learn and grow with the times. /END



KNOWLEDGE AND INFORMATION-SHARING

COVID-19 lockdown offers IJR communications and advocacy much-needed online momentum

The COVID-19 pandemic has made the IJR's online communication more important than ever. The rapid shift to working digitally has been a considerable challenge for us as peacebuilders, facilitators and researchers whose work is primarily done out in the field with communities and relies on face-to-face human interaction. Yet, with the pandemic exposing numerous social, political and economic inequalities, our mission of building fair, democratic and inclusive societies remains crucial.

Worldwide, the pandemic has transformed where and how people work, and we have seen a massive shift to a working-from-home lifestyle, with resultant changes in screen-time habits. We are online more than ever – from attending school and meetings from home to streaming global conferences and keeping in contact with friends. In this time of physical isolation, social media can, as we have seen, play an important role both in terms of social cohesion and in sharing reliable and relevant information.

With the world virtually coming to a standstill on 26 March 2020, and all of the IJR's events, celebrations and in-person happenings being cancelled, the IJR's

communications content had to be revamped to suit the new climate. This included changing our way of working from in-person dialogues and workshops to a virtual channel of communication using Microsoft Teams and Zoom. In lieu of sharing content from the field, the IJR this year prioritised curating educational content in new and creative ways, increased our use of social media for topical human rights advocacy, and attempted to dilute widespread divisive content with posts promoting social cohesion. Despite the IJR's staff working from home, we often featured videos from them on our platforms sharing inspiring messages and personal perspectives.

To keep content creative, fresh and engaging, the IJR ran targeted social-media campaigns focused on a different topic every month, including themes such as Democracy, Youth Month, Human Rights Influencers and celebrating the IJR's 20th birthday with an IJR20@20 campaign. Two particular campaign highlights were the Africa Month Campaign – which placed the spotlight on various countries in Africa, their particular issues and collaboration with the IJR – and the Peacebuilding 101 Campaign – which used trendy posts to break down key processes, concepts and debates relating to peacebuilding, peace and conflict with the aim of making the IJR's work more understandable and accessible to all. These campaigns were very well received and elicited enthusiastic comments and interaction from loyal and new followers alike.

While the future of physical fieldwork remains uncertain, social media greatly assisted the IJR in maintaining and nurturing community relationships and adding a voice to current affairs. One of the IJR's webinar series entitled 'In conversation with communities', which featured IJR

ambassadors from communities all over South Africa, was a wonderful example of how the Internet can be used not only to allow people to share their own stories, but also to highlight perspectives that are often neglected in the mainstream media.

To harness social media for driving debate and digital activism, we this year also used our platforms to advocate against human rights abuses such as the dehumanising evictions in Khayelitsha and the situation at the Strandfontein homeless shelter, as well as against FW de Klerk's statements on apartheid. These statements garnered considerable interest from media houses and IJR staff were frequently invited to comment on radio and TV channels. Such commentary can be accessed by the public through the IJR SoundCloud account.

Despite 2020's considerable challenges, our social-media platforms have continued to show sustained growth over the past year. Our Facebook and Twitter platforms have acted as key channels to engage authentically with followers and stakeholders, in the process serving as strong tools for interconnectedness and enabling the IJR to maintain a strong voice on issues that are relevant to our core mission. Currently standing at over 7 000 and 5 000 followers, respectively, these platforms have shown an 8% and 6% increase in followers. Our social-media strategy also included the streaming of all our webinars to our Facebook page, enabling our audience to engage in real time by way of questions and comments, as well as access the webinars at any time afterwards.

The IJR's YouTube channel has grown significantly, with a 172% increase in subscribers and 18 000 video views this year alone. The increasing interest in visual media has exciting potential, especially as we hope to return to real-life events in the coming year. Moreover, our LinkedIn page has achieved a 42% increase in followers, which clearly shows an interest by diverse people in the work of the IJR. As such, it is a platform worthy of expansion in the upcoming year. The organisational website continues to give a broad snapshot of the vibrant life of the IJR. Our programme teams have innovatively adapted their projects so as to make them relevant and impactful, and the website is kept up to date with project news, op-eds and online webinars. The website received over 25 000 new visitors and 57 000 page views in 2020, with analytics pointing to the South African Reconciliation Barometer (SARB), mental health and peacebuilding as being among the most frequented sections.



WEBINAR

In the process, we managed to excel at this by implementing webinars and Facebook livestreams. We are now headed towards a prosperous and exciting 'new normal'.



This year, we also produced four editions of our newsletter, with the cumulative number of open clicks standing at 1 830. These newsletters featured original contributions by staff on a variety of topics, including programme updates, gender-based violence, counterterrorism in the Central African Republic (CAR), and inclusive development in South Africa.

In view of 2020's unprecedented global shift to digital communications, this is an exciting time for the IJR's social media to take risks, innovate and capitalise in this new virtual space so as to better advance social-justice issues. Moving forward, we aim to keep up with digital developments and have the Communications Team trained in fresh audiovisual, marketing, editing and digital skills in order to ensure that the IJR's communications are innovative, impactful and far-reaching.

Notwithstanding all of the exciting happenings online, the IJR's traditional media remained relevant, with over 20 opinion pieces being published on several media platforms, including the *Daily Maverick*, the *Mail & Guardian* and *News 24*. Radio stations, including RSG, SAFM, Cape Talk, Radio Islam and Voice of the Cape, as well as the SABC and Kyknet, were among the broadcast media houses that continued to seek the professional voice of IJR staff on a number of topics that dominated the current-affairs space. The media impact of these placements and interviews is huge, especially if one considers that a media house such as the SABC has a reach of millions as a public broadcaster, as well as online media content existing for extended periods.

The IJR's overall media clip count for the period 1 November 2019 to 31 August 2020 decreased by 15% compared with the period 1 January 2019 to 31 October 2019. However, this is to be expected owing to the cancellation of key IJR events. While overall developments in this regard showed a decline, media interviews and discussions that IJR staff joined and the numerous op-eds published (with some being republished by other media houses) created great value and benefits for the organisation.

Overall, we survived the initial disruption of the pandemic and went on to improve our online offerings. In the process, we managed to excel at this by implementing webinars and Facebook livestreams. We are now headed towards a prosperous and exciting 'new normal', which includes exploring the virtual life with online dialogues powered by Zoom and other such platforms. /END

MONITORING AND EVALUATION



Monitoring and evaluation in the 'new normal'

Monitoring and evaluation (M&E) have significantly changed since the onset of the COVID-19 pandemic. M&E practices as we know them have been disrupted and the organisation has had to rethink its existing programmes in response to the crisis and the 'new normal'.

Challenges as a result of the pandemic

As regards planned activities, we have had to prioritise that which is critical and delay that which is not so critical. Restrictions on movement as well as social distancing have made it difficult to access data in the field. Some fieldwork and data-collection methodologies could not be adapted to remote working, and this has impacted data consistency. Consequently, we have had to come to terms with imperfect data.

Some programme teams have had to consider a shift in what was being measured and include additional measurements on COVID-19. Part of the challenge is that the lockdown has affected relationships with communities and marginalised groups, and existing fault lines in such communities and groups have been exposed and exacerbated.

Adaptations

- Utilising existing partnerships to continue to work remotely and enhance third-party monitoring.
- Shifting to remote working and, where possible, taking advantage of online platforms, as well as undertaking virtual training and workshops.
- Focusing on training and capacity-building during the slowdown in normal activities.
- Assisting communities by setting up and running group sessions online, thereby allowing participants to connect, reflect together, and share learnings among themselves in response to the pandemic.
- Maintaining an open dialogue with donors and beneficiaries concerning expectations while constantly communicating changes that are taking place.

Successes

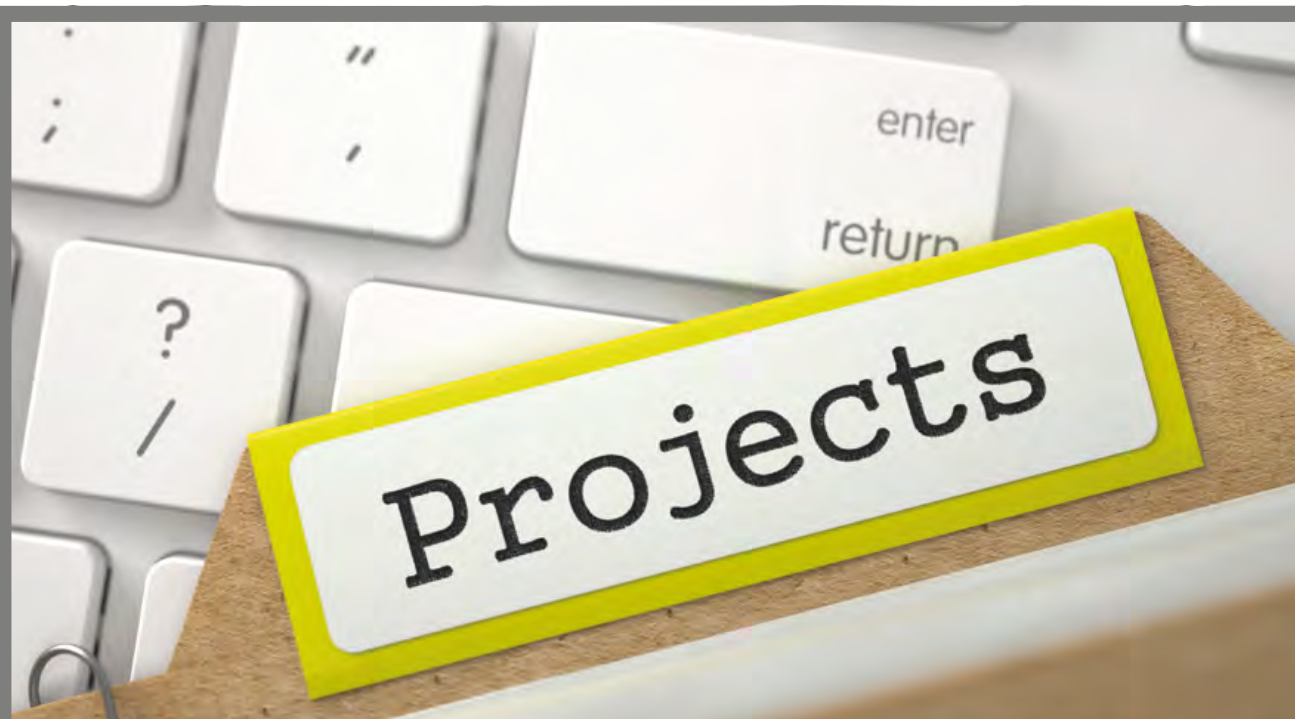
- Identifying and bridging gaps in the system.
- Strengthening coordination between the M&E Team and other departments.
- Exploring new and innovative ways of enhancing M&E practices.

Going forward

The IJR will continue to monitor, evaluate and learn from our programmes as we respond to the changing environment around us. Managing staff well-being and safety in the field as travelling resumes, and how we will move forward, is an ongoing discussion. We will take this opportunity to improve monitoring, evaluation and learning (MEL) practices and make much-needed changes. Reviewing the relevance of our existing MEL frameworks and seeing how we can use M&E to design more effective programmes in these changing times are a priority. /END

The IJR will continue to monitor, evaluate and learn from our programmes as we respond to the changing environment around us





SELECTED KEY EVENTS AND INTERVENTIONS

Regional reconciliation

- Production of a documentary film on past atrocities in Burundi.
- Creation of dialogue platforms in order to initiate introspective processes of reflection and the altering of perceptions of the other both within Burundi and across the region.
- Generation of awareness-raising through social media and other platforms accessible to a wider global audience.

Sustaining peace in Southern Africa

- Civil society leading transitional justice in southern Africa: Lessons from Zimbabwe, authored by Dzikamai Bere.
- The African Union Transitional Justice Policy: The missing sixth pillar of the African Union Peace and Security Architecture, authored by Refilwe Makgopela.
- The prospects of transitional justice in Lesotho, authored by Sofonea Shale.

Countering violent extremism in the Southern African Development Community (SADC) region

- A series of monthly, closed-door roundtable discussions took place (on 26 May, 16 June and 31 August 2020) to discuss ongoing developments in northern Mozambique, potential areas of engagement, and policy solutions, with such discussions being documented in a report.
- Policy recommendations were submitted to the African National Congress (ANC) Working Subcommittee on Peace and Security considering the northern Mozambique insurgency.

- In June, technical inputs were made to an Institute for Justice and Reconciliation (IJR)/Centre for the Study of Violence and Reconciliation (CSVR) policy seminar on countering violent extremism in northern Mozambique. Recommendations were captured in a policy briefing and an editorial was produced based on the discussion, which will be submitted to the SADC.

Countering violent extremism in the Central African Republic (CAR)

- A week-long peacebuilding and reconciliation training workshop for 11 of the CAR's Local Peace and Reconciliation Committees (LPRCs).
- A Local Peace and Reconciliation Committee National Strategy Document and Action Plan.
- A Policy Brief on the potential in respect of the CAR 2020 elections and on the national peace and reconciliation efforts.

Psychosocial peacebuilding

- Technical inputs to the Netherlands Ministry of Foreign Affairs (MFA) Task Force on Mental Health and Peacebuilding, which influenced the United Nations (UN) Secretary-General's report on the Peacebuilding Architecture.

- Technical inputs to the UN-anchored Inter-Agency Standing Committee on Mental Health and Psychosocial Support in Peacebuilding.
- Development of a Kofi Annan International Peacekeeping Training Centre (KAIPTC) baseline study and course on mental health and psychosocial support (MHPSS) training for peace support operations and humanitarian personnel.

Pan-African Reconciliation Network (PAREN)

- IJR Expert Roundtable on 'Strategies for the effective implementation of the AU Transitional Justice Policy'.
- Stakeholder Sensitisation Workshop in November 2020 on the African Union Transitional Justice Policy (AUTJP), in partnership with the Life and Peace Institute (LPI) based in Addis Ababa, Ethiopia.
- High-level briefing for the South African Minister of International Relations and Cooperation, Dr Naledi Pandor, on the AUTJP.
- Technical inputs submitted to the AU Chief Advisor on Peace and Security for the purpose of the 'Common African position paper' on African peacebuilding priorities and the 2020 review of the UN Peacebuilding Architecture.
- Contribution to the African Civil Society Organisation (CSO) Memorandum to the AU Department of Peace and Security on 'Silencing the guns'.
- Webinar on 'The COVID-19 lockdown, physical distancing and its effects on social cohesion'.
- Technical inputs made in October 2020 to the 4th African Union Continental Conference on Transitional Justice.
- Expert and technical inputs on the AUTJP made on 12 February 2020 to the United Kingdom House of Lords Select Committee on International Relations and Defence.
- 'Global virus proves we are one', *Mail & Guardian*, South Africa; available at <https://mg.co.za/article/2020-04-21-global-virus-proves-we-are-one/>.
- A US Truth Commission Insights from South Africa – JusticeInfo.net; available at <https://www.justiceinfo.net/en/justiceinfo-comment-and-debate/opinion/44748-us-truth-commission-insights-from-south-africa.html>.
- 'COVID-19 reminds us that we are one global society', ACCORD, Durban; available at <https://www.accord.org.za/analysis/covid-19-reminds-us-that-we-are-one-global-society/>

International justice and survivor-centred justice

- Policy Brief on 'Survivor-centred justice: Towards the operationalisation of the African Union Transitional Justice Policy'.
- Development of the survivor-centred justice concept from a pan-African perspective.

Social Change Model

- Two workshops; three public webinars; and two closed webinars.
- IJR ambassadors in Vryheid and Makhanda hosted dialogues in their communities. The Vryheid dialogue focused on human dignity and language, and the dialogue in Makhanda focused on the significance of remembering 16 June, using an intergenerational dialogical model.

Decolonising Concepts Project

- One workshop; one report; three research projects; and one research report.

Anti-Racism Project

- Intra-race dialogues (dialogues held within the respective, previously classified race groups, i.e. Coloured, black and white races) in each of the following communities: Elsies River, Khayelitsha, Cape Town and Wesbank.
- Methodology Workshop held with dialogue facilitators that informed the development of the Combatting Racism Toolkit.

- Combatting Racism Toolkit resource for practitioners on how to have conversations on race and racism.
- Webinar with the Department of Basic Education, an educator, a victim of racism and institutional racism, and the public on education and social cohesion.
- The translation of a video compilation of IJR intra-race dialogues on racism.

Telling gender stories

- Gender webinar series; workshops; community engagements; and an opinion piece on the national digital news portal.

Youth Identity Project

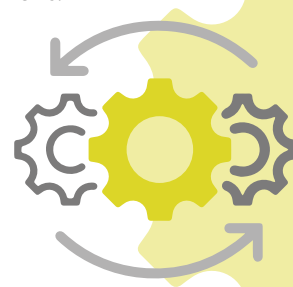
- 'In conversation with communities' webinar; a workshop; and two social-media campaigns.

Inclusive Economies

- IJR: Social cohesion during COVID-19.
- IJR: The state of South Africa's democracy.
- CSVR: Towards social and economic inclusion of youth in a post-COVID era.

South African Reconciliation Barometer (SARB)

- IJR Policy Brief 27: 'News in the COVID-19 crisis: Where do South Africans get their news, and is it trustworthy?'; Occasional Paper 6: 'A generation of democracy in South Africa'.
- Webinar: 'The state of democracy in South Africa'; Afrobarometer Dispatch No. 364; radio interviews; op-ed articles on news platforms; and expert interviews.





<https://www.ijr.org.za/portfolio-items/ijr-policy-brief-27-news-in-the-covid-19-crisis/?portfolioCats=141>

<https://www.ijr.org.za/portfolio-items/serving-justice-in-a-time-of-global-crisis/?portfolioCats=141>

[https://www.ijr.org.za/
portfolio-items/a-generation-of-democracy-in-
south-africa-sarb-occasional-paper-
6/?portfolioCats=141](https://www.ijr.org.za/portfolio-items/a-generation-of-democracy-in-south-africa-sarb-occasional-paper-6/?portfolioCats=141)

<https://www.ijr.org.za/portfolio-items/ijr-policy-brief-28-the-african-union-transitional-justice-policy/?portfolioCats=141>

<https://www.ijr.org.za/portfolio-items/ijr-policy-brief-29-civil-society-leading-transitional-justice-in-southern-africa/?portfolioCats=141>

<https://www.ijr.org.za/portfolio-items/social-cohesion-hangs-in-the-balance-as-south-africans-feel-economically-insecure/?portfolioCats=145>

<https://www.ijr.org.za/portfolio-items/ijr-policy-brief-30-state-of-the-nation/?portfolioCats=145>

Afrobarometer publications

Batswana say traditional leaders strengthen democracy – but should stay out of politics (AD337)

Itumeleng Oageng, Batlang Seabo, Mpho G. Molomo, and Wilford Molefe

Free vs false: Namibia's changing media landscape presents tough choices for citizens (AD342)

Christiaan Keulder

Cash shortages pose a threat to Zimbabwe's fight against COVID-19 (AD357)

Stephen Ndoma

COVID-19 lockdown in South Africa highlights unequal access to services (AD358)

Thomas Isbell

Half of South Africans would refuse asylum, bar foreign workers, place refugees in camps (AD360)

Dominique Dryding

South Africans support social grants, but say work at any wage beats unemployment (AD364)

Mikhail Moosa and Jaynisha Patel

Zimbabwean vulnerabilities on health care, water (AD365)

Simangele Moyo-Nyede and Jonathan Kugarakuripi

Africa's digital divide and the promise of e-learning (PP66)

Matthias Krönke

Radio tops Zimbabweans' news sources – except for 'other people' (AD367)

Anyway Chingwete and Stephen Ndoma

In Mozambique, strong regional differences mark fear of extremist and election violence (AD370)

David Jacobs and Thomas Isbell

Limited internet access in Zimbabwe a major hurdle for remote learning during pandemic (AD371)

Simangele Moyo-Nyede and Stephen Ndoma

Are South Africans giving up on democracy? (AD372)

Dominique Dryding

Zimbabweans trust police and military, but not enough to criticize them (AD375)

Stephen Ndoma

Access to remote-education tools unequal in Kenya; radio best way to reach most (AD376)

Thomas Isbell

Disenchanted with democracy, Basotho want reforms limiting PM powers, expanding King's (AD381)

Libuseng Malephane

COVID-19 lockdown a crisis for informal traders disadvantaged by government inaction (AD385)

Simangele Moyo-Nyede and Stephen Ndoma

Corruption crossroads? Rising perceptions of graft weaken citizen trust, threaten Botswana's democratic standing (PP68)

Thomas Isbell and Batlang Seabo

Amid lucrative exports of natural resources, Basotho overwhelmingly feel left out

Mamello Nkuebe

Despite gains, Angolans dissatisfied with government anti-corruption efforts (AD337)

Carlos Pacatolo and David Boio

Despite perceptions of gender equality, Africa's rural women bear brunt of economic exclusion (AD397)

Jaynisha Patel

Fear and trust: Explaining professed popular trust in Zimbabwe's presidents (AD399)

Simangele Moyo-Nyede

In Angola's COVID-19 fight, trusted religious and traditional leaders, military can be allies (AD401)

David Boio and Carlos Pacatolo

Most Basotho say government bungled teacher strike, is failing on education and youth (AD408)

Puleng Adams and Libuseng Malephane

Citizens of Southern African Customs Union hold mixed views on free trade and open borders (AD411)

Ziyanda Stuurman

Citizens endorse traditional leaders, see greater role in contemporary Lesotho (AD413)

Puleng Adams and Libuseng Malephane

**AFRO
BAROMETER**
LET THE PEOPLE HAVE A SAY

STAFF AND PROGRAMMES 2020

OFFICE OF THE EXECUTIVE DIRECTOR

1. Stanley Henkeman
Executive Director
2. Simone Brink
Executive Assistant



OPERATIONS

1. Elisha Kotze, *Head: Operations and Human Resources*
2. Reggie Khanzi, *Administrator*
3. Renee Choto, *Head: Finance*
4. Felicia Thomas, *Office Manager*
5. Pamella Vutula, *Administrator*
6. Lameez Klein, *Senior Bookkeeper*
7. Shireen Stafford, *Receptionist*
8. Phumeza Peter, *Office Assistant*
9. Nawaal Essop Moses, *Finance Administrator*
10. Laverne Jacobs, *Administrator*
11. Veronique Adonis, *Administrator*

COMMUNICATIONS AND ADVOCACY PROGRAMME

1. Dr Ric Amansure, *Head: Communications, Fund and Business Development*
2. Juzaida Swain, *Fundraising Manager*
3. Samantha Kambule, *Project Leader: Communications and Advocacy*
4. Malibongwe Nkunkuma, *Fundraising Assistant*
5. Zusipe Batyi, *Communications Assistant (resigned 03/2020)*
6. Karabo Masedi, *Fundraising Assistant*
7. Kayla Arnold, *Intern*

SUSTAINED DIALOGUE PROGRAMME

1. Felicity Harrison, *Head: Sustained Dialogue Programme*
2. Lucretia Arendse, *Project Leader*
3. Danielle Hoffmeester, *Project Officer: Gender Justice and Reconciliation*
4. Jodi Williams, *Project Officer*
5. Nosindiso Mtimkulu, *Senior Project Leader*
6. Katlego Sepotokele, *Senior Project Leader*



RESEARCH AND POLICY PROGRAMME

1. Jan Hofmeyr, *Head: Research and Policy Programme*
2. Anyway Chingwete, *Senior Project Leader: Afrobarometer*
3. Sibusiso Nkomo, *Senior Project Leader: Afrobarometer Communications*
4. Ziyanda Stuurman, *Project Officer: Afrobarometer*
5. Mikhail Moosa, *Project Leader: South African Reconciliation Barometer*
6. Dominique Dryding, *Project Leader: Afrobarometer*



PEACEBUILDING INTERVENTIONS PROGRAMME

1. Prof. Tim Murithi, *Head: Peacebuilding Interventions Programme*
2. Friederike Bubenzer, *Senior Project Leader*
3. Webster Zambara, *Senior Project Leader*
4. Patrick Hajayandi, *Senior Project Leader*
5. Kenneth Lukuko, *Senior Project Leader*
6. Tanaka Manungo, *Intern*
7. Anthea Flink, *Project Officer*

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 Prof. Hugh Corder
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 Prof. Pumla Gobodo-Madikizela
 Kwadwo Ofori Owusu
 Prof. Gerhard Kemp
 Salona Lutchman



FINANCIAL STATEMENTS

Income Statement

for the year ended 31 December 2020

	2020 R	2019 R
Grants and donations	27,317,143	27,678,928
Earned income	1,618,868	2,532,122
	28,936,011	30,211,050
Management and administrative costs	(8,613,470)	(8,385,154)
Programme and project costs	(20,818,073)	(27,609,548)
Net operating deficit	(495,532)	(5,783,652)
Net investment income	497,255	681,158
Net gain on investments	283,637	963,910
Loss on exchange	(47,985)	(200,378)
Net surplus/(deficit) for the year	237,375	(4,338,962)



Statement of Financial Position

as at 31 December 2020

	2020 R	2019 R
Assets		
Non-current assets	7,667,383	10,380,513
Property, plant and equipment	439,796	318,860
Investments	7,227,587	10,061,653
Current assets	10,321,258	4,954,885
Cash and cash equivalents	10,061,236	4,494,447
Accounts receivable	260,022	460,438
Total assets	17,988,642	15,335,398
Funds and liabilities		
Funds	11,343,237	11,105,862
Current liabilities	6,645,404	4,229,536
Accounts payable	1,119,062	498,972
Operating lease liability	137,870	146,068
Grants received in advance	5,388,473	3,584,496
Total funds and liabilities	17,988,641	15,335,398



FINANCIAL STATEMENTS

Detailed Statement of Comprehensive Income

for the year ended 31 December 2020

	2020 R	2019 R
INCOME		
Donations and grants	27,317,143	27,678,928
Australian High Commission, Pretoria	285,790	391,332
Bread for the World / Brot für die Welt	1,346,889	2,006,814
Canadian Embassy	14,616	122,442
Afrobarometer	6,375,383	8,114,204
FELM	-	318,770
Finnish Embassy	-	1,115,707
The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) - CSV	-	281,507
The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) - Pretoria	323,357	-
Family Funder Netherlands - Youth Project	-	699,610
Family Funder Netherlands - Mental Health & PSS Project	407,107	690,985
Robert Bosch Foundation	256,599	697,815
Royal Netherlands Embassy	192,000	136,572
Royal Norwegian Embassy, Pretoria	3,419,099	1,902,384
Swedish International Development Cooperation Agency (SIDA)	13,856,008	10,919,190
European Union (EU)	806,888	200,483
General donations	33,407	81,113
Earned income	1,618,868	2,532,122
Department of Agriculture service contract	1,167,695	2,131,594
Waldorf School	-	61,110
Fees received	451,173	339,418
Net investment income	780,892	1,645,068
Net interest earned on earmarked funds	7,496	6,762
Gain/(loss) on investments	283,637	963,910
Dividend income	86,384	111,536
Interest earned	403,375	562,861
TOTAL INCOME	29,716,903	31,856,118



Detailed Statement of Comprehensive Expenditure

for the year ended 31 December 2020

	2020 R	2019 R
Income	29,716,903	31,856,118
EXPENDITURE	29,479,528	36,195,080
Management and administration costs	8,613,470	8,385,154
Staff costs	5,255,975	5,126,367
Office and operating costs	3,182,167	3,051,117
Board and AGM	5,889	34,817
Audit fees	169,439	172,853
Programme and project costs	20,866,058	27,809,927
Core programme costs	1,460,439	1,476,114
Staff costs	12,787,757	12,998,724
Less: staff costs relating to projects	(12,223,519)	(12,411,013)
Staff training and strategic planning	120,435	118,654
Monitoring and evaluation	125,000	100,154
Capacity building	327,050	111,546
Network partnership building	69,681	221,148
Dialogues and interventions	-	34,894
Publications	-	65,645
Other costs	254,035	236,362
Other losses	114,444	200,378
Loss on exchange	47,985	200,378
Increase in provision for doubtful debts	66,459	-
Specific projects	19,291,175	26,133,435
Knowledge sharing to advocate	1,368,596	1,385,414
Fundraising	1,366,969	1,077,452
Business development	534,257	363,541
Deep and sustained dialogues		
Interconnectedness Youth Project	-	886,537
IJR Social Change Model	1,821,370	2,204,473
Identity project	53,899	194,373
Gender Civil Society Network	1,050,743	878,339
Gender change agents	31,298	286,520
Combatting racism	533,973	653,652
Decolonised concepts and terms	12,636	723,313
Peacebuilding interventions	4,473,301	5,856,497
Research and analysis		
SA Reconciliation Barometer Research Project	1,574,131	3,563,641
Inclusive economies	408,661	-
Afrobarometer	5,627,640	7,706,224
Social Dialogues – Agriculture	1,189,574	1,229,769
Extremism	871,413	441,902
Zimbabwe Election Poll	207,865	622,598
Global Dignity	19,861	63,291
GIZ-CSVR	-	136,838
Fees for management and administration costs	(1,855,012)	(2,140,940)
Net surplus/(deficit) for the year	237,375	(4,338,962)



FUNDRAISING AND BUSINESS DEVELOPMENT

The short- and long-term financial impact on non-governmental organisations (NGOs) due to the COVID-19 pandemic has been one of our sector's most significant challenges during 2020. As an organisation which has maintained support from both local and international development agencies, we have also become more aware of our need to grow our income-generating abilities through business development. Like many non-profit organisations, the IJR has not only closely watched the economic downturns across the world as well as the changes in political leadership that have impacted the availability of development aid, but has also simultaneously been preparing for the consequences that will affect future donor-funding priorities.

During 2020, the IJR opted to strengthen its business development capacity as well as build partnerships in order to remain sustainable. This has included becoming co-applicants with organisations that have similar mission statements and in projects that are in line with our work. For example, the IJR has jointly applied for funding opportunities with the Collective Leadership Institute and Afrobarometer. Simultaneously, it has facilitated critical processes with leading social-impact organisations and large international retail companies on the topic, 'Race and racism in the workplace'. The IJR has

also secured new business development contracts from the United Nations Development Programme (UNPD) and the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) for work in Sri Lanka. The year 2020 has remained a challenging one due to greater competitiveness in the sector as well as changes in funding priorities in areas where the IJR, a niche organisation, has not managed to enter as a result of these areas being outside our core business. Nevertheless, the IJR remains optimistic that, with the new strategy, the lessons drawn from the previous one, and a greater focus on business development, the organisation will become more financially independent.

The IJR would like to thank the following donors for their support:

- Australian High Commission, Pretoria
- Brot für die Welt
- Embassy of the Kingdom of the Netherlands in South Africa
- European Union (EU)
- German Development Cooperation in Pretoria (GIZ)
- Ghana Center for Democratic Development (CDD-Ghana)
- High Commission of Canada in South Africa
- Robert Bosch Stiftung
- Royal Norwegian Embassy, Pretoria
- Swedish International Development Cooperation (SIDA)
- Western Cape Department of Agriculture



Norway in South Africa
Royal Norwegian Embassy in Pretoria



Sida



Robert Bosch
Stiftung



Kingdom of the Netherlands



Implemented by
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Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

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Activité réalisée avec l'appui du
Fonds canadien d'initiatives locales

Canada

ACRONYMS AND ABBREVIATIONS

AB	Afrobarometer
ANC	African National Congress
AU	African Union
AUTJP	African Union Transitional Justice Policy
CAR	Central African Republic
CDD-Ghana	Ghana Center for Democratic Development
CEO	chief executive officer
COSAS	Congress of South African Students
CSO	civil society organisation
CSVR	Centre for the Study of Violence and Reconciliation
DA	Democratic Alliance
DDP	Democracy Development Programme
DPA	Department of Political Affairs
DPME	Department of Planning, Monitoring and Evaluation
DRC	Democratic Republic of Congo
EAC	East African Community
FEF	Friedrich Ebert Foundation
GBV	gender-based violence
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GJR	gender justice and reconciliation
HA	humanitarian assistance
IGAD	Intergovernmental Authority on Development
IJR	Institute for Justice and Reconciliation
KAIPTC	Kofi Annan International Peacekeeping Training Centre
LPI	Life and Peace Institute
LPRC	Local Peace and Reconciliation Committee
M&E	monitoring and evaluation
MEL	monitoring, evaluation and learning
MFA	Ministry of Foreign Affairs (the Netherlands)
MHPSS	mental health and psychosocial support
NGO	non-governmental organisation
NP	National Partner
NPRC	National Peace and Reconciliation Commission (Zimbabwe)
PALU	Pan-African Lawyers Union
PAREN	Pan-African Reconciliation Network
PB	peacebuilding
PSO	peace support organisation
Q&A	question and answer session
REC	regional economic community
SADC	Southern African Development Community
SADC-PR	Southern African Development Community Parliamentary Forum
SAPS	South African Police Service
SARB	South African Reconciliation Barometer
SAYC	South African Youth Council
SIDA	Swedish International Development Cooperation Agency
SOP	Standard Operational Procedure
UN	United Nations
UNDP	United Nations Development Programme
YIP	Youth Identity Project



VISION

The Institute for Justice and Reconciliation is an African organisation that is known for building fair, democratic and inclusive societies.

MISSION

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

Contact details

Institute for Justice and Reconciliation (IJR)

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Institute for Justice and Reconciliation (IJR)

PHYSICAL ADDRESS

105 Hatfield Street
Gardens, 8001
Cape Town
South Africa

TEL: +27 21 202 4071

FAX: +27 87 234 3728

EMAIL: info@ijr.org.za

Account name: Institute for Justice and Reconciliation

Account number: 071524355

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