



ANNUAL REPORT 2021



IJR
THE INSTITUTE
FOR JUSTICE AND
RECONCILIATION

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ACRONYMS AND ABBREVIATIONS

AU	African Union
AUTJP	African Union Transitional Justice Policy
CAR	Central African Republic
CDD	Center for Democratic Development
CPAPS	Commission for Political Affairs, Peace and Security
CSVR	Centre for the Study of Violence and Reconciliation
DoL	Department of Labour
GBV	gender-based violence
GJR	Gender Justice and Reconciliation
ICAS	Independent Counselling and Advisory Services
IE	Inclusive Economies
IJR	Institute for Justice and Reconciliation
MEL	monitoring, evaluation and learning
MHPSS	mental health and psychosocial support
MoU	Memorandum of Understanding
NPRC	National Peace and Reconciliation Commission
PAREN	Pan-African Reconciliation Network
PBI	Peacebuilding Interventions Programme
PBNZ	Peacebuilding Network of Zimbabwe
RP	Research and Policy Programme
SACTJ	South African Coalition for Transitional Justice
SADC	Southern African Development Community
SARB	South African Reconciliation Barometer
SD	Sustained Dialogues Programme
TRC	Truth and Reconciliation Commission
UN	United Nations
UNDP	United Nations Development Programme
WCDOA	Western Cape Department of Agriculture
ZimRights	Zimbabwe Human Rights Association
ZPP	Zimbabwe Peace Project

About the Institute for JUSTICE and *Reconciliation*

Vision

Building **fair, democratic, inclusive and peaceful 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**

The IJR was launched in 2000 in the wake of the public hearings by South Africa's Truth and Reconciliation Commission (TRC). Our stated aim at the time of our founding was to become a civil society voice campaigning for the adoption of the TRC's recommendations through government policy and citizen action. Today, the IJR continues to work towards its broadened vision of building fair, democratic, inclusive and peaceful societies in Africa – and, increasingly, further abroad – by designing relevant and carefully crafted interventions combining research, dialogue, capacity-building, advocacy, policy advice and implementation support. We pursue this vision at the global, continental, regional, and national levels. Our expertise and guidance are increasingly sought in transitional justice processes across the African continent.

At the global level, our work is aligned to the global 2030 Agenda for Sustainable Development, in particular Sustainable Development Goal 16 (Peace, Justice and Strong Institutions); at the continental level, we align with the African Union's (AU) Agenda 2063 and related frameworks (such as the African Union Transitional Justice Policy (AUTJP) Framework, the Master Roadmap of Practical Steps to Silencing the Guns, and the African Charter on Democracy, Elections and Governance); at the subregional level, we are guided by the peace and security frameworks of regional economic communities as well as by the Southern African Development Community's (SADC) Vision 2050; and, at the national level, we are guided by South Africa's National Development Plan (NDP) 2030, as well as by the National Action Plan on Women, Peace and

Security and the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance. Finally, we collaborate with government and civil society in line with transitional justice priorities.

Over the past two decades, the IJR has contributed significantly, on the African continent and beyond, to advancing the work of justice and reconciliation in South Africa. The Institute's work is context-specific and demand-driven, and we work in trusted partnerships in various transitional justice contexts in Africa and, increasingly, further abroad. Partnerships are with community organisations, research institutes, governments, international development agencies, and intergovernmental organisations. Our ability to connect different audiences with each other is one of our key strengths.

The Institute is currently structured into three programmes and two support departments:

- Research and Policy Programme (RP);
- Sustained Dialogues Programme (SD);
- Peacebuilding Interventions Programme (PBI);
- Communications, Fund- and Business Development; and
- Operations.

The Operations, Communications, Fund- and Business Development departments provide support to the three content departments that implement the organisation's programmatic interventions.

Executive Director's Report

The Institute for Justice and Reconciliation (IJR), despite many challenges, continues to prosper. In 2021, the IJR mourned the passing of its Executive Director, Stan Henkeman; one of its long-time staff members, Cecyl Esau; a Board Member, Lovell Fernandez, and one of its consultants, Mzukisi Mooi: a heavy loss to bear. With Jan Hofmeyr stepping in to steward the organisation through this turbulent time, we successfully continued the pursuit of contributing towards building fair, democratic, inclusive and peaceful societies in Africa, and have continued to deliver high-quality peacebuilding and transitional justice knowledge products, interventions and engagements. I thank the staff for their sustained efforts, our partners for their continued support, and our Board, especially the Acting Chairperson, Prof. Don Foster, for their leadership during defining moments for the organisation.

I was appointed as the new Executive Director in October 2021. It has been an inspiring experience as we traverse new pathways for peacebuilding, justice and reconciliation in South Africa, Africa and further abroad. The unrest that shook South Africa in July 2021, which left more than 300 people dead in its wake, starkly brought to the fore the dangers of incomplete processes of reconciliation, of deficits of democratisation, and of skewed development, and highlighted the need for socio-economic justice and the necessity to rebuild the country's peace infrastructure. These challenges are compounded by high levels of unemployment, corruption, political factionalism, trauma, xenophobia, sexual and gender-based violence, and a disconcerting turn towards racialised discourses. The IJR is well placed not only to analyse these trends, but also to constructively intervene with methodologies that it has developed over two decades. The IJR must be at the forefront in providing thought leadership and implementation support to government and civil society on ways in which to peacefully navigate this period in our country's history.

Africa has made marked progress in establishing its continental and regional peace and security architecture, including frameworks such as Agenda 2063, Roadmap for Silencing the Guns, the African Union Transitional Justice Policy (AUTJP), the African Charter on Democracy, Elections and Governance, and Regional and National Action Plans on Women, Peace and Security (WPS). However, we continue to have armed intra-state and election-related conflicts and a rise in violent extremism. Cameroon, the Central African Republic, the Democratic Republic of Congo, Cameroon, Eswatini, Ethiopia, Mali, Burkina Faso, Libya, Morocco, Mozambique, Nigeria, Somalia, South Sudan, Sudan, Uganda, Zimbabwe, and many others, remain afflicted by conflict. Inclusive and sustainable peace can only be achieved in these countries via processes that enable justice and reconciliation. The IJR will continue to work with governments, intergovernmental organisations and civil society across Africa to facilitate and support peacebuilding and to implement the AUTJP. Our work in this regard in the Great Lakes Region and SADC is elaborated upon in this annual report. The IJR has also been engaged in research on preventing violent extremism in Mozambique and will continue its focus in this area through comparative studies and engagements, assisting with the development

and implementation of National Action Plans to Prevent Violent Extremism and building regional capacity, through networks and working groups, to stem the growing tide of this scourge. Moreover, WPS is an integral part of the Peace Agenda and the IJR will promote its work in this area and in the broader pursuit of gender justice.

The South African Reconciliation Barometer (SARB) and Afrobarometer remain key research instruments measuring public perceptions on economic, political, and social matters. The data emanating from this research reaches a wide audience globally and should also be effectively utilised to inform decision-making on the continent. Moreover, our Sustained Dialogues programme continues to provide a space for critical conversations and transformation of conflicts at local level.

The IJR's new strategy, 2022–2025, is a roadmap of how the organisation will seek to innovate and respond to current continental peacebuilding challenges. The IJR can only implement its strategic plan through partnerships across the continent and with the international community. We will work hard in an endeavour to build, strengthen and consolidate these partnerships.

In the words of Nelson Mandela:

“It always seems impossible until it’s done”

Prof. Cheryl Hendricks

April 2022



Message from the Chairperson



We also had resignations by staff members seeking other opportunities, most notably long-term IJR staffer Fidi Bubenzer (our appreciation and sadness at her departure). Since the work of the IJR usually requires a good deal of face-to-face dialogue and involvement, the social isolation of the pandemic has been particularly severe. We have all had to adapt to electronic media for communication of every kind, and I therefore salute all staff who have continued working under these less than optimal conditions.

These past two years have seen losses on every front. The official figures tell us that over 100 000 South Africans died due to COVID-19 complications. Demographers tell us that the real figures are likely to be three times that number. Hardships increased for a great many but will always impact most severely those who have the least; loss of work, loss of income, loss of material security, and therefore loss of confidence and trust as human beings. The

IJR Reconciliation Barometer survey for 2021 has reported all these problems: 47% of people unable to pay their debts; 45% who have lost most of their income; and 36% who are unable to feed family members. The Barometer also reported low levels of trust in most political and government institutions, including political parties (all of them), as well as low levels of trust in local government. The two years of COVID restrictions confirmed the distrustful picture of further corruption of government agencies and personnel, that is, taking money intended to help people, and so confirming the picture that we all gained from the Zondo Commission into the problems of a decade of 'state capture'.

In addition to these trends, another shock happened. In July 2021 – a week or so of severe unrest (insurrection) occurred in KwaZulu-Natal and Gauteng. Looting and public violence killed more than 300 people, destroyed businesses, resulted in the loss of thousands of jobs and caused destruction amounting to running into billions of rand. We are still reeling from the viciousness of this unrest, and sadly, have not had anything like an adequate explanation from the authorities. Added to this is the disturbing number of political

O

ver the past two years, the Institute for Justice and Reconciliation (IJR) has had a tough time. So has most of humanity. The widespread COVID-19 pandemic has ensured that, since March 2020, many of us have lived under some form of restriction. South African lockdown conditions were tighter than most. During this time, the IJR faced some severe shocks. In December 2020, Director Stan Henkeman, Board Member Lovell Fernandez, and former Board Member Lourens du Plessis passed on. A few months later, we lost staff member and long-term political activist Cecyl Esau. On 26 December 2021, our beloved Patron since the IJR's inception, Archbishop Desmond Tutu, died at the age of 91. We are grateful for the dedicated service of these stalwarts, but their deaths have been fierce blows. During this period, the IJR also lost Chair of the Board, Prof. Brian O'Connell, who stood down due to ill-health. This was a considerable loss to the Board.

killings that took place prior to and around the time of local government elections in November 2021. The latest Reconciliation Barometer reports that 27% of its 2021 sample had used, or would be willing to use, violence for political purposes. That is a very frightening statistic, and it is not a lone number. Between the years 2013 to 2021 the picture has remained broadly similar – between 20 and 30% of respondents have entertained the notion of violence for political reasons. The election killings merely confirm this pattern. Democracy, and reconciliation, are under threat. Again, the Reconciliation Barometer has a useful number: 72% of respondents think that South Africans need to put more effort into reconciliation. Undoubtedly, the rest of Africa as well. Clearly there is much work for the IJR still to do.

Through these tough times, the IJR has survived. There has even been a substantial ray of light. During the height of lockdown, a protracted selection process saw the appointment of a new Director, Prof. Cheryl Hendricks, who assumed duty in October 2021. On behalf of the Board, I extend a very warm welcome to Cheryl and wish her every good thing for her term of leadership: she has already made an impact. I take this opportunity to also thank every single staff member of the IJR (and Jan Hofmeyr, in particular, as Acting Executive Director) who helped us battle through this tough period so that we are here to take up the challenges so clearly presented. There are two other teams who have helped us survive; our generous and kind donors (and the fundraising team at the IJR) for without this lifeblood, there would be no organisation. And I thank the (largely unseen) members of the Board and Executive Committee (and the 2021 Selection Committee) for their efforts to help steer the good ship IJR through troubled waters.

*Thank you all; a most heartfelt
“thank you”.*

Prof. Don Foster

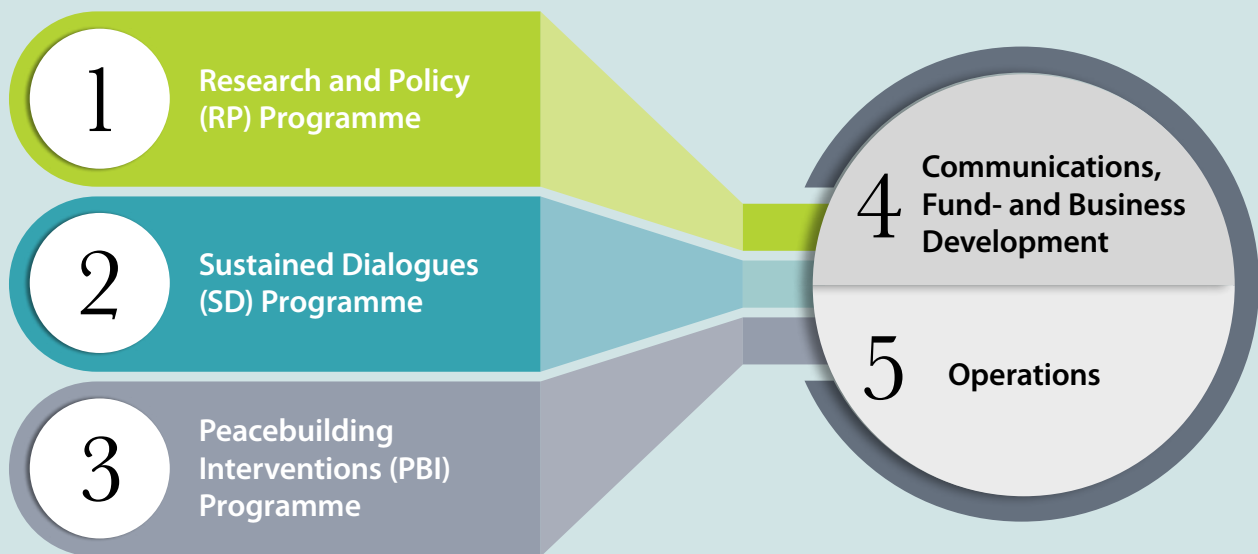
Acting Chair, Board of the IJR
April 2022

Board Members

- Ms Glenda Wildschut
(Chairperson)
- Prof. Don Foster
(Acting Chairperson)
- Prof. Cheryl Hendricks
(Executive Director)
- Prof. Hugh Micah Corder
- Prof. Jeremy Julian Sarkin
- Mr Lorenzo Davids
- Prof. Pumla Gobodo-Madikizela
- Ms Nozizwe Madlala-Routledge
- Prof. Deborah Posel
- Adv. Dumisa Buhle Ntsebeza
- Prof. Gerhard Kemp
- Ms Salona Lutchman
- Mr Kwadwo Ofori Owusu

What we AIM to *achieve*

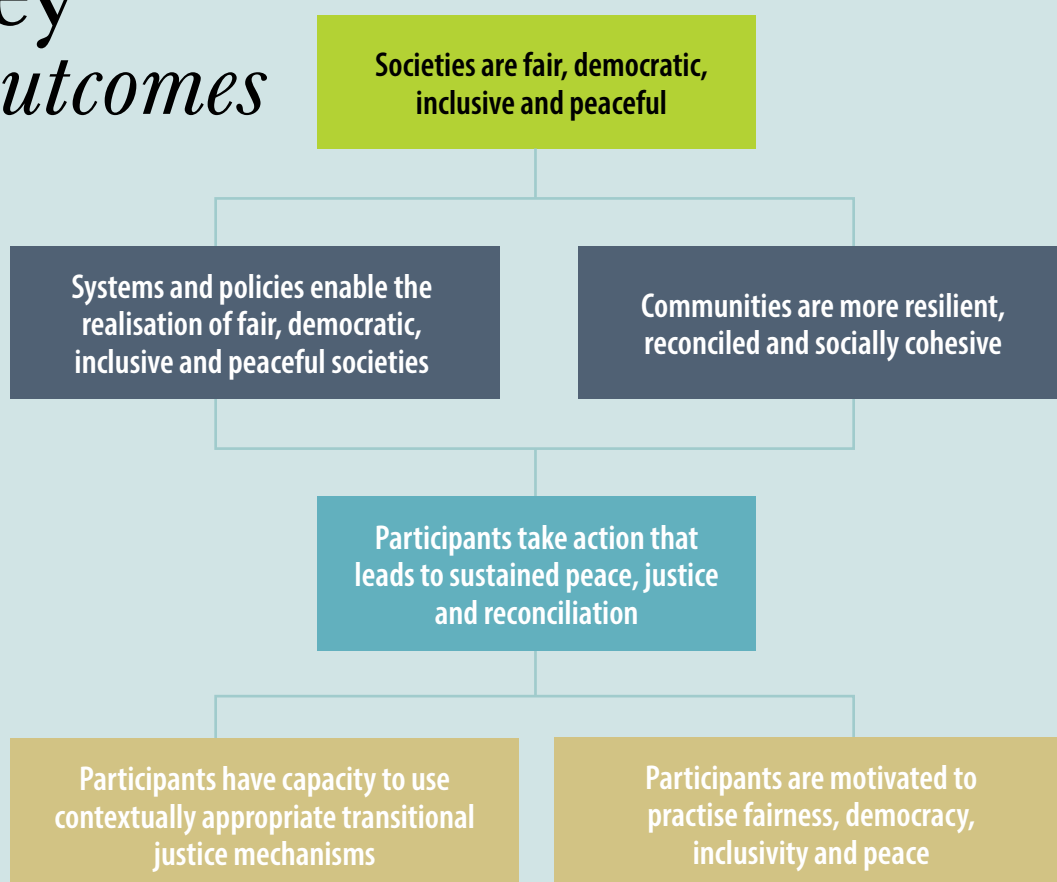
The Institute is currently structured into **three programmes** and **two support departments**:



The IJR directs its energies towards building societies that are fair, democratic, inclusive and peaceful – in contexts that are currently afflicted by conflict or where societies continue to grapple with the historical legacy of such conflicts. We pursue this long-term organisational goal in the belief that change, particularly change aimed at the transformation of entire societies, is systemic.

As such, successful outcomes need not be, and rarely occur, in direct proportion to the human or financial resources that are allocated to them. A staff of 40 and a limited budget will not go far in addressing the

Key *outcomes*



sheer scale of the challenges that we seek to address across the African continent. Instead, we operate according to the firm conviction that our value addition in respect of the societies within which we work is dependent on the Institute's capacity to work collaboratively, to innovate, and to identify catalytic leverage points existing in these societies so as to bring about exponential change within their social systems.

By implication, our approach underscores our basic conviction that social change of the kind that we pursue must be people-centred, locally owned, and rooted in the societies that we serve. The scope for and contours of change reside within them. Ours is not the task to impose grand external designs of what fair, democratic, inclusive and peaceful societies should look like in practice. Instead, the IJR views its role as an experienced facilitator of organic change processes that are shaped by the contextual realities and requirements of our stakeholders. We support and nurture the agency of societies to craft inclusive solutions for the unique challenges they face. This perspective on change, which underscores local ownership, is grounded in more than two decades of experience in various transitional societies across the African continent and, in recent years, further abroad.

With research and dialogue counting among our core strengths, the IJR's primary contributions revolve round context analysis, the diagnosis of key leverage points in conflict systems, and the creation of inclusive dialogue platforms that engage with these issues on an informed basis. In the light of this, the Institute has prioritised five concrete outcomes which, separately and combined, are intended to reinforce the pursuit of our long-term goal in the course of the next four years. The kind of participants we work with to achieve this are, among others: local communities, civil society organisations, educational institutions, think tanks, government departments, intergovernmental organisations, international development agencies, the diplomatic community, and corporate business entities.

A close-up photograph of a young Black man smiling warmly. He is wearing a bright yellow beanie and a green corduroy jacket with a white fur-lined hood. He is leaning forward, with his hands resting on a yellow surface. The background is a soft, out-of-focus light blue.

Progress AND *achievements*

In large part, this report covers the achievements of the IJR in 2021 by way of an impact-driven analysis of the IJR's work during that period.

Peacebuilding interventions

The IJR Peacebuilding Interventions Programme (PBI) contributes to building fair, democratic, inclusive and peaceful societies across Africa. In 2021, the Programme supported African governmental, intergovernmental and civil society actors to develop partnerships and build their capacity to support the implementation of the provisions of the African Union Transitional Justice Policy (AUTJP), including regional reconciliation, at the communal, national and regional levels. For example, the IJR provided technical support and capacity-building to the constitutionally mandated Zimbabwe National Peace and Reconciliation Commission (NPRC) by training members of the provincial peace committees across all ten provinces of Zimbabwe. Furthermore, the PBI contributed to empowering African countries to design, develop and drive their own transitional justice processes: in the Central African Republic (CAR), the IJR provided commissioners of the Truth and Reconciliation Commission with training; in Burundi, people engaged with the IJR documentary on the memorialisation of past atrocities; and, in Ethiopia, the IJR provided capacity-building for members of the Ethiopian Reconciliation Commission.

Transitional justice is still a fairly new concept globally, and in Africa in particular. Consequently, it is also a greatly misunderstood term. Some African governments associate transitional justice predominantly with prosecutorial and judicial interventions. However, transitional justice includes a much broader range of processes and interventions, such as bringing former enemies together for dialogue purposes and pursuing redress for past injustices. Through the IJR's interventions, a range of stakeholders, including African government officials and intergovernmental actors, have acquired an improved understanding of transitional justice and are designing and developing their own in-country processes, notably in Burundi, the CAR, Uganda and Zimbabwe. The year 2021 was defined by a continuing series of COVID-19 lockdown protocols for South Africa as well as for a number of African countries. Consequently, this impacted on the IJR's ability to operate at an optimal level, as the work of the Programme requires building trust and hosting critical conversations that are best achieved in face-to-face meetings. However, the Institute was able to convene a number of in-country workshops in Burundi, the CAR, Zimbabwe and Ethiopia on transitional justice, peacebuilding and reconciliation, as well as undertake trips to Addis Ababa in November 2021 to provide technical support to the African Union (AU) and civil society actors.



OBJECTIVE: To create spaces and knowledge that empower civil and state actors to promote cross-border accountability and redress

Regional reconciliation

In 2021, as a result of the accumulation of a significant amount of data, the IJR was able to work on the production of a sequel to the 2020 documentary, *1972 Broken Hearts*. The original documentary was screened before members of the Burundi Senate, and, thereafter, the Speaker of the Senate launched a series of five national conferences dealing with what had happened and how to categorise the crimes that were committed in 1972. The former President of Burundi, Sylvestre Ntibantunganya, was the main speaker at the conferences. The series of conferences, which commenced in April 2021 and ended in June 2021, became an open space where, for the first time in the history of Burundi, the 1972 mass killings were discussed publicly. The conference brought together Burundian citizens living in the country and the Diaspora.

The organisation of the conferences, and the creation of such an inclusive space for all Burundians to express their views on the traumatic past, was a direct impact of the documentary produced by the IJR in partnership with the Institute for Scientific Research and Development based at the Hope Africa University in Burundi. The IJR provided technical support for the conferences and facilitated the participation of the witnesses who were featured in *1972 Broken Hearts* so that they could engage with policymakers, decision-makers and broader society.

Many of the interviewees featured in the documentary were invited to the conferences and actively participated in the debates.

Besides the conferences, there was a debate regarding the film among the Burundian diaspora living in Canada and North America. During this debate, one Burundian admitted that, for years, it had been difficult for her to start a conversation with her children about the 1972 tragedy in Burundi. However, having watched the film, she decided to use it as an entry point to tell her children the story of what had happened and to explain to them why, up until that point, they had been living in exile and not in Burundi.

The documentary *1972 Broken Hearts* not only inspired the organisation of the conferences, but also fully played the intended role of serving as a tool to break the silence on uncomfortable truth. The film was also shown on two national television channels (RTNB and Rema TV).

As a reminder, the documentary features testimonies of widows, orphans and witnesses of human rights violations committed in 1972 by the regime of the then president of Burundi, Michel Micombero. It is believed that the killings took the lives of around 300 000 people, mainly from the Hutu ethnic group. Although no significant attention was given to this tragedy by the international community, it is considered by many victims, especially in Burundi, as a genocide against the Hutu.

To view the film,
<https://www.youtube.com/watch?v=JBU88algaB8&t=229s>



Transitional and *victim-centred* justice and reconciliation

The South African Coalition for Transitional Justice, of which the IJR is a member, advocates for justice for victims of apartheid and their families. In 2021, the Coalition requested the government to account for the deaths of a number of people under apartheid and called

for the expeditious treatment of all outstanding apartheid criminal prosecutions. Also on the Coalition's agenda was the issue of reparations, both individual and community, as well as monitoring the situation in respect of torture, both under apartheid and its continued use in South Africa.



Sustaining **PEACE** in Southern Africa

Objective: To deepen the understanding of civil and state actors as well as ordinary citizens concerning transitional justice and reconciliation, and empower victims to access transitional justice

The IJR has worked with partners in Zimbabwe for nearly two decades, building the capacity of civil society, government departments and institutions supporting democracy to design and develop their own national transitional justice processes. During this period, the Institute has engaged a significant number of stakeholders. Recently, the human rights situation in the country rapidly worsened as the government used the COVID-19 lockdown regulations to further shrink the democratic space. The ongoing political and economic crises, coupled with the militarisation of the state and a climate of fear among citizens, make transitional justice work difficult, dangerous and unpredictable, yet such work remains the only option if there is to be hope for healing and reconciliation. In pursuit of sustaining peace in Zimbabwe and the SADC region, the

IJR employs a multipronged approach that targets national and regional civil society organisations, the NPRC of Zimbabwe, government departments and academic institutions.

Institution-building, capacitation and technical support for the National Peace and Reconciliation Commission of Zimbabwe

Since 2016, the IJR has provided technical support for the NPRC through a United Nations Development Programme (UNDP) arrangement. The Institute has helped the Commission to decentralise its operations by setting up provincial peace committees in all ten administrative provinces of Zimbabwe, and the NPRC is now in the process of setting up district peace committees in all 59 districts. The IJR also oversaw and

supervised the training of members of the provincial peace committees using IJR-based knowledge that was initially transferred to commissioners and the Secretariat. The NPRC, in September 2021, invited the Institute's Dr Webster Zambara to facilitate and capacitate the induction of new commissioners who, in May 2021, had been sworn in when the first term lapsed in February. Using some of the knowledge gained by the IJR on dialogue and mediation, the NPRC is now holding preventive dialogue meetings with all provincial peace committees in response to the escalating political tensions ahead of the 2023 elections. The IJR's capacity-building interventions with the NPRC have enabled the institution to develop its five-year strategy, and to enhance the knowledge and skills of its commissioners as well as key members of the provincial peace committees across all ten provinces of the country.

Knowledge and skills transfer to civil society organisations

In 2015, the IJR and the Peacebuilding Network of Zimbabwe (PBNZ), a coalition of 19 local organisations, developed the *Peacebuilding manual* for Zimbabwe (edited by Dr Webster Zambara). Since then, two members of the network, the Zimbabwe Peace Project (ZPP) and the Zimbabwe Human Rights Association (ZimRights), developed their own manuals, the *Community peacebuilding training manual* and the *Citizen's guide to human rights and peacebuilding*, respectively. These manuals have been used to train local communities to maintain peace in the run-up to the 2023 harmonised elections.

On 25 February 2021, ZimRights organised the Rights to Peace Global Summit: Sustaining Peace through Human Rights, at which it launched its manual. Dr Zambara was one of the keynote presenters on the topic, 'Understanding the link between peacebuilding and human rights'. ZimRights is the largest member-based human rights organisation in Zimbabwe, with 250 000 members.

As previously mentioned, the IJR contributed to enhancing the knowledge and skills of the NPRC's commissioners. This was done in order to enable such commissioners to provide leadership in respect of transitional justice, peacebuilding and reconciliation processes in the country.

Advocating for the Southern African Development Community transitional justice and peacebuilding agenda

The IJR's efforts to raise awareness of transitional justice within the SADC by popularising the AUTJP were enhanced when we collaborated with the Centre for the Study of Violence and Reconciliation (CSVR), with which we signed a Memorandum of Understanding (MoU) in 2019. Through this partnership, the IJR co-hosted an AUTJP online sensitisation seminar from 27 to 28 May 2021. The seminar, *Seeking Peace through Justice: A Sensitisation Seminar on the African Union Transitional Justice Policy for Faith-*

Based Organisations, was held with 22 religious leaders from eight SADC countries. It was intended that the religious leaders use the knowledge and insights acquired during the seminar to enhance regional collaboration among civic actors, for instance through such initiatives as are currently underway to support Lesotho in developing its own transitional justice framework.

Furthermore, in the aftermath of the outbreak of violence and looting in the South African provinces of KwaZulu-Natal and Gauteng, which left over 400 people dead, the IJR partnered with the Cohesion Directorate of the national Department of Sport, Arts and Culture and the UNDP to capacitate community leaders in conflict resolution, mediation and peacebuilding. The IJR trained more than 275 community leaders across five provinces (KwaZulu-Natal, Gauteng, Limpopo, Mpumalanga and the Western Cape) in an effort to build local capacity to resolve conflict non-violently among South African citizens. The IJR will further engage the UNDP to follow up on how this training initiative can be scaled up to other parts of the country through capacity-building initiatives to empower local, grassroots communities. This will enable communities to proactively contribute to preventing the outbreak of violence as well as address the underlying causes and drivers of instability.

Preventing violent extremism in the Southern African Development Community region

Violent extremism is a growing challenge in the SADC region, particularly in Mozambique where the insurgency led by the Islamist group, Ahlu-Sunnah Wa-Jama, has now resulted in 3 415 fatalities from organised political violence since the onset of conflict. Troops from Rwanda and the SADC have joined the Mozambican government in its operations, but the militarised approach is unlikely to resolve the multiple causes of the conflict, including grievances and marginalisation of the population.

In 2021, the IJR continued with a project, initiated in January 2020, with the aim of: providing analysis of the root causes of violent extremism within Southern Africa, particularly Mozambique; sensitising policymakers to developmentally led approaches to preventing and countering violent extremism in contexts where it arises; and building a network of expert analysts able to provide continued policy advice on measures to address violent extremism and terrorism in Southern Africa.

Also, in 2021, the IJR built on a series of roundtables held between May and November 2020. Arising from these discussions, the Institute developed policy briefs and continued to engage with its network of stakeholders to affect change. It also carried out research on youth perspectives and resilience in partnership with the Centre for Democratic Development (CDD). Such research and policy briefs have provided better evidence on the root causes of conflict and have been used to influence stakeholders on the need to move away from a purely militarised approach towards one that is more comprehensive.



Countering *extremism* and *activating reconciliation* in the Central African Republic

The CAR remains beset by conflict, despite the signing of a peace agreement in 2019. In January 2021, Faustin-Archange Touadéra was re-elected president amidst a rebellion in which rebels encircled the capital, Bangui. Implementation of the peace agreement has been slow, and violence has continued. The IJR has signed an MoU with the CAR's Ministry of Humanitarian Affairs and Reconciliation.

The Ministry also currently oversees the work of the Truth, Justice, Reparations and Reconciliation Commission. The Commission was officially launched in July 2021 and 11 commissioners were duly sworn in. Within just a few weeks of the appointment, the IJR published a policy brief in both French and English in order to provide the commissioners with a set of key considerations regarding the work of the Commission. Joint training (together with the In-Transformation Initiative) was then conducted for the commissioners from 13 to 17 September 2021. For such training, the IJR provided technical advice on the AUTJP, support on the organisation of the Commission, and training on mental health and psychosocial support (MHPSS). The aforementioned policy briefs formed part of the resource pack.

The IJR conducted a scoping exercise to assess the latest evidence on the reemergence of violence in the CAR. The IJR is also engaging with the National Committee for the Implementation of the Plan for the Prevention of Radicalisation and Violent Extremism in order to strengthen awareness and dissemination of the plan. As part of this engagement, an early-warning methodology was developed for the local peace and reconciliation committees, and the relevant training was conducted in November 2021. The IJR has, furthermore, engaged with numerous stakeholders, such as the United Nations (UN), on preventing extremism in the earliest stages.

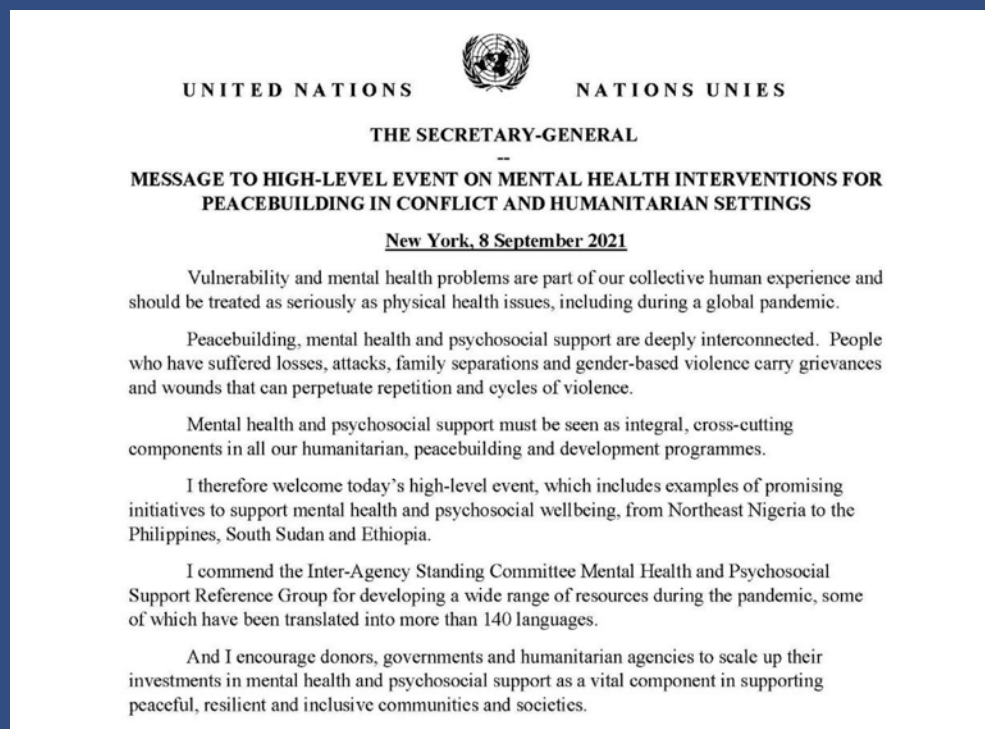
Psychosocial peacebuilding

In 2020, it was estimated by the United Nations Office for the Coordination of Humanitarian Affairs that 100 million people needed protection and assistance due to conflict, violence, epidemics and climate-related disasters. These life-changing events have a significant, often lifelong, impact on people's mental health and on social relations. Apart from reduced psychological well-being and high levels of stress, one in five people living in areas affected by violence and conflict experiences significant mental health conditions like depression, anxiety, post-traumatic stress disorder, and schizophrenia.



While it seems self-evident that MHPSS and peacebuilding practitioners would work in close collaboration, carefully coordinating their work in the pursuit of sustained outcomes, research suggests that this is not yet the case. In recent years, and propelled by the MHPSS focus brought about by the COVID-19 pandemic, efforts are increasingly being made to link these various fields. Accordingly, since 2015, the IJR has been one of the leading organisations globally advocating for an integrated approach. Moreover, it is safe to say that the extensive foundational research work that the Institute did in the early years of the project has yielded some returns.

The Secretary-General, in his annual review of the UN peacebuilding architecture, stressed the need to link MHPSS with peacebuilding. Since then, the IJR has joined with organisations and institutions around the world to explore how the fields can be integrated. In 2021, the IJR's unique co-creation methodology, which has been explored together with practitioners from both fields in South Africa, Kenya, Zimbabwe and Uganda, has generated important findings. In 2021, the Institute conducted extensive and international consultations in the aforementioned regard and is now in the process of drafting a guidance note on integrating MHPSS into peacebuilding for the UNDP.



Extract from the annual review of the UN Secretary-General on the UN peacebuilding architecture



Pan-African Reconciliation Network (PAREN)

In June 2021, the IJR provided technical assistance to the AU's Commission for Political Affairs, Peace and Security (CPAPS) in convening an AUTJP youth capacitation and training workshop, with a focus on enhancing the understanding of the indicative elements of the AUTJP and how they can be utilised by civic actors and stakeholders to design and drive their own national transitional justice processes.

Between October and November 2021, the IJR convened a capacity-building workshop, the IJR Pan-African Reconciliation Network (PAREN) Fellowship Programme, following the lifting of lockdown restrictions in South Africa. Participants were drawn from Ethiopia, Liberia, Kenya, Uganda and Zimbabwe and also attended in-person training held at the IJR's offices in Cape Town, South Africa.

In October 2021, the first *PAREN AUTJP Monitor* newsletter was published. The newsletter contains articles from actors within the field of transitional justice and peacebuilding, and those entering the space. The articles provide analysis on prospective and ongoing transitional justice and peacebuilding processes across Africa, and elsewhere in the world. The aim thereof is to raise awareness and sensitise African stakeholders on the utility and importance of engaging by using the provisions of the AUTJP.

Also in October 2021, the IJR provided technical input on the AUTJP and on socio-economic, redistributive justice for a High-Level African Union–European Union Transitional Justice Webinar entitled Building Blocks for Regional Cooperation in Transitional Justice. The webinar was convened in partnership with the Egmont Institute in Brussels, Belgium. It included participation by Ambassador Bankole Adeoye, the AU Commissioner for Political Affairs, Peace and Security, the European Union's Special Representative for Human Rights, Eamon Gilmore, and Axel Kennes, the Belgian Director General of Multilateral Affairs, Belgian Ministry of Foreign Affairs, as well as over 60 participants.

In the same month, the IJR and Hekima University College convened a roundtable in Nairobi, Kenya, entitled 'Kenyan Elections and Transitional Justice: Are We Ready for 2022?'. The roundtable was held to capacitate local and national actors on the use of the AUTJP in order to design and drive the implementation of transitional justice processes ahead of the elections.

In November 2021, the IJR provided technical inputs for an AU CPAPS workshop, at AU Headquarters in Addis Ababa, Ethiopia, on the development of an AUTJP resource guide for member states as well as intergovernmental and civil society actors.

In 2021, as part of the PAREN Project, two IJR policy briefs were published, the first entitled, 'Strategies for the effective implementation of the African Union Transitional Justice Policy'. The policy brief discussed the importance of creating a continental network of transitional justice practitioners and analysts to provide technical support and guidance for all 55 African countries, especially as it had become apparent that regional economic communities in Africa had not sufficiently engaged with the AUTJP. The second policy brief, 'Civil society and the African Union Transitional Justice Policy: Pan-African perspectives', assessed the role of civil society in contributing to the implementation of the AUTJP, including through awareness-raising among African communities, undertaking research and analysis, and convening policy dialogue platforms.



Restoring *human dignity, and bottom-up reconciliation*

IJR achievements in 2021

Objective: To work with communities to promote human dignity and create opportunities for community members to have a credible voice in policy and community processes that affect their lives

Social Dialogue in Agriculture

The decision to strengthen this project's dialogue strategy by extending dialogue training to officials within the Western Cape Department of Agriculture (WCDOA) proved to have been very wise indeed. Government officials stationed in various districts, especially the Central Karoo and Garden Route, have, since their training in March 2021, and when requested, assisted field process facilitators by providing information and contacts. For instance, Deona Strydom, the Community Development Officer for the Central Karoo, regularly brings the civil service perspective to the Waaikraal farm-transfer dialogue process and other processes of the Central Karoo and Garden Route panels. Farming-community leaders from the WCDOA's Council of Stakeholders, which participated in the training received by the WCDOA, have extended the reach of the project's panels to places such as Murraysburg, Merweville and Mossel Bay and will be further capacitated in due course.

Although attendance of meetings by the Beaufort West component of the Central Karoo Panel was poor, panellists in Prince Albert managed to build trust, which resulted in the first tangible partnership between the panel and white farmers in the Central Karoo. Collaboration is also growing in this instance between white farmers and the Panel's emerging black farmers, and further dialogue training for white farmers has been requested, as they were not part of the initial stages of the project that commenced in 2018.

The success of the project led the WCDOA to request that the project shift part of its resources to a conflict situation involving the transfer of ownership of two farms from government to beneficiary groups, a state of affairs that had proved intractable for over ten years. Hundreds of stakeholders forming part of the Garden Route Farms Transfer process who were consulted have since committed to, and begun to benefit from, the first all-

inclusive dialogue led by the IJR's project. The intervention ended in 2021 with the first-ever dialogue panel being established to unite the community's stakeholders with three tiers, as well as several departments and implementing partners of government.

The Elgin Grabouw Panel encountered its biggest challenge with the illegal land occupation in Knoflokskraal, Grabouw. For months in 2021, the group, its late process facilitator, the project's provincial advisory group of industry experts, and the project's IJR team engaged with the issue, seemingly not making much headway. This was compounded by the fact that the issue had been the subject of at least two court processes. In addition, several members of the Panel were on opposing sides of the crisis and had aligned themselves with opposing interest groups. Through an all-inclusive consultation with the panellists, led by the project team and followed by a meeting to consider a strategic response with regard to dialogue, the Panel reached broad agreement to continue one-on-one engagements with key stakeholders rather than scupper the existing legal processes. What also helped was that one of the panellists was an advisor to the occupiers. As a result, the occupiers could be informed about the approach of the Panel.

Violent protests emanating from tensions related to seasonal work opportunities during the harvesting season have affected more than one panel in the project. This became very clear during the project's 2021 All-Panels Symposium, and a joint approach began to emerge. The Cape Winelands Dialogue Response to Seasonal Work Conflicts has been the result and drew stakeholders from all state departments whose mandate covers this conflict issue. The first emergency meeting took place in November 2021, with the project's process facilitator for these areas bringing together two key role players. This was followed by an all-inclusive engagement with all stakeholders.

Social Change Model

The Social Change Model changed its name to Memory, Arts and Culture to more accurately reflect the work that we do in five provinces of South Africa. The project works with change agents (ambassadors) across the country, who are an essential part of the work that is done at a community level.

The IJR 2021–2024 Strategic Document identified environmental justice as a key element of reconciliation. This intersects with other imperatives, such as dignity, decolonisation and social cohesion. The project therefore piloted household food gardens in three of the provinces where it operates. Founded on the idea of peace gardens, the project sought to equip IJR ambassadors with skills that would enable them to survive and potentially thrive off the food they produce. It was the Social Change Model Project's way of addressing an immediate material need and mitigating against the ways the COVID-19 pandemic had worsened material conditions in underprivileged communities. Perhaps more importantly, it was a way of promoting communal and social cohesion by bringing community members together as well as recognising that food security contributes to creating and affirming human dignity. In addition, it is a way for communities to redress the inequalities caused by climate change and climate injustice.

To our delight, ambassadors have already begun to harvest their carrots, turnips and other vegetables and to feed their households. Most importantly, ambassadors have collected the seeds from their vegetables and have shared them with others in the community. The community is thus steadily on the path to food security.

The setting up of the food gardens not only represented progress towards food security and nutrition in the households where the gardens were located, but also pointed to the mending of fractured relationships. One youth ambassador who had a particularly difficult relationship with his mother asked her to join him in planting the vegetables. As she assisted him, the two spoke about the plant itself and where to place it, and of the harvest they would reap once the plant matured. It is our hope that, in planting and caring for vegetables, individuals nurture their own relationship and mend those parts that need healing. There are 25 IJR ambassadors serving in these communities, and it is estimated that approximately 450 people healing. There are 25 IJR ambassadors serving in these communities, and it from the food gardens.



Racism, *social cohesion,* and inclusion

The ARSCI project aims to address manifestations of systemic and interpersonal racism through research, dialogue, advocacy, and anti-racism education. By highlighting the lived experiences of racism, as well as the lived legacies of apartheid, colonialism and slavery, the project aims to consciously interrogate racism, exclusion, anti-blackness, and other race-related complexities in post-apartheid South Africa.

One of the project's main priorities is to support agents of change in dismantling racism in communities and institutions. The project has successfully done so through co-creating safe spaces for critical dialogue and anti-racism education in collaboration with IJR ambassadors and community members in Calitzdorp. These dialogues bring together young people and elders in the community for the purpose of intergenerational transfers of knowledge, histories and experiences in order to ultimately create new ways of being with one another.

These spaces have also been shown to serve as a stepping stone for creating vehicles for positive social change and mechanisms for bottom-up reconciliation and justice. In this way, young people in, for instance, Calitzdorp are reclaiming their voice and claiming ownership of the future of their community.

Project members have also been involved in conversations with students in the United Kingdom and the United States of America, highlighting the challenges of racism in present-day South Africa and how the legacies of the past still affect our present, and, if unresolved, will continue into the future. A striking outcome has been that, while there are significant differences, there are also many points of similarity; hence such conversations between different countries are necessary.



Objective:

To combat racism and contribute to the building of social cohesion and inclusion

Exploring gender identities



Gender justice and reconciliation

A number of years ago, the IJR started to investigate how best it could assist in the fight for gender justice and reconciliation. It was recognised that there are many organisations doing good work in the field and that our role would be to facilitate spaces and platforms for collaboration. In October 2021, the Gender Justice and Reconciliation (GJR) project launched the GBV Online Information Centre Project (<https://the-gjr.co.za>). The project's website seeks to be an online information resource dealing with three themes: access to information on *legal rights*, on *community engagement* and on *psychosocial support* education. Being mainly an information repository, it is intended as a more integrated information resource that will assist in addressing issues of gender-based violence (GBV) in communities, workplaces, families and universities.

The website project aims to strengthen mobilisation efforts in communities, particularly as regards GBV issues. It further seeks to create an information centre where communities will learn *what to do*, *how to do it* and *who they can contact*. It is, in essence, a necessary community-building tool that provides knowledge-resource capacity to establish structures (formal or informal) in the fight against GBV.

Apart from the online project, we have the (Re-)Envisioning Femininities/Masculinities zine, which is part of a digital media series of the GJR that combines research, methodology and multimedia as a tool for amplifying and empowering voices that remain on the socio-economic, political and cultural peripheries, and is attuned to the complexities of how femininities and masculinities are constructed around these tenets and mechanisms of everyday life and realities. In October 2021, the GJR initiated the series in Calitzdorp, Western Cape.

Also, the year 2021 saw the publication of stories of women. This vital part of our work documents the lived experiences of women and gives them a platform to help reclaim the narratives of their lives that slavery, colonialism and apartheid tried to rob them of.





IJR achievements in 2021

Objective:

To create enabling spaces for youth participation with the aim of developing and empowering young people

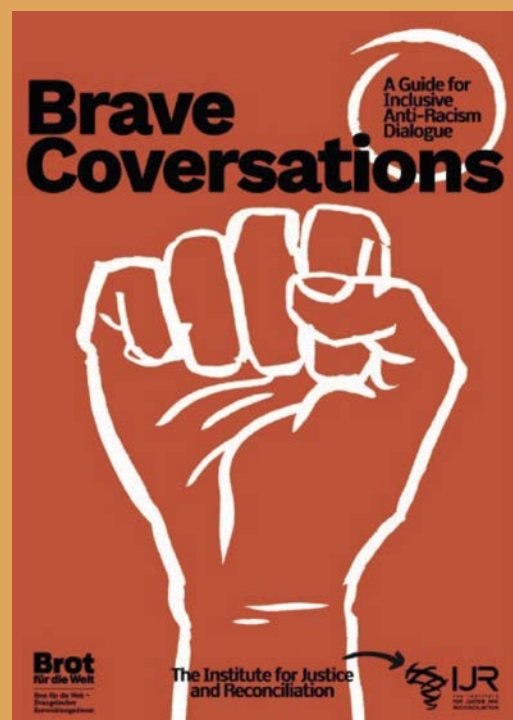
Youth

In 2021, Youth Identity project members met with young people in Bergsig, Calitzdorp, to unpack wounded attachments to the past and investigate the multiple exclusions young people face in their present and future. The conversations about identity, woundedness, belonging and exclusion were held within the framework of Coloured identity. Together, we unpacked the stereotypes about young Coloured people within their community and broader society, and the various ways in which these narratives impact on their sense of belonging, felt dignity, and agency.

Each young person confirmed what we already thought: young people are traumatised. The trauma that young people bear (often without support) is significant, and it is a trauma that has been passed on to them from their parents, often without both parties being aware of this transmission. As a way to help transmute trauma trapped within their bodies, the project team introduced play therapy using indigenous games that many were familiar with, including *Drie Stokkies* and *Nikkies*. Apart from the psychosomatic benefit of the games as a way of releasing difficult emotions, the games helped young people connect with one another and with their neighbours who came out to watch. Now, these young people are planning a community sports tournament based on the game of *Nikkies* and intend to invite other young people from neighbouring communities.

The interactions that young people had with one another during the games, as well as with older people who came out to watch them, were especially important in a community where relationships are fragmented due to neglect, violence, substance misuse and trauma. The team tasked young people with speaking to older members of their family about their heritage, and young people came back to us with incredible stories. One person reported a discovery that was quite shocking to her at the time: all her life, she had identified as

a Coloured woman until she spoke to her mother after one of our workshops. Her mother then revealed that their family was, in fact, black, and only passed as Coloured. The project team understood the importance of such moments and will host intergenerational conversations aimed at generational healing, improved understanding, and increased support. If we are able to break the generational silences and stimulate intergenerational conversations, we will be better able to diagnose the wounds that exist within our communities and effectively resolve them and heal ourselves.



The newly released anti-racism toolkit

Socio-economic justice

Inclusive Economies

The Inclusive Economies (IE) project was adapted in 2020 to position the organisation more favourably to pursue its objective of profiling the linkages between economic development and social cohesion. Consequently, it was important for the IE project to build its profile, which has expanded from a purely South African focus to a broader African focus. In 2021, the project thus sought to put critical building blocks in place from which to launch a broader range of engagements on its own and in partnership with other projects within the Institute. This has largely been achieved and, in some instances, has exceeded expectations.

The project used 2021 to grow its network, produce a knowledge base, and ensure a unique IJR voice on matters of inclusive development and peace in African societies. In growing its continental network and footprint, the project leader worked with researchers in five countries (Zimbabwe, Kenya, Rwanda, Nigeria and Mozambique) to develop joint research outputs as a basis for the ongoing production of country studies in four of these countries. This has led to the project not only producing unique publications, but also laying the foundations for an IJR continental voice on the important nexus of development and peace. The project leader also worked with Afrobarometer to co-author a 34-country study on African's perceptions of globalism as the African Continental Free Trade Area (AfCFTA) agreement takes effect.

Closer to home, IE produced a publication using data from the SARF. The publication analysed the growing economic insecurity felt by South Africans and its implications for social cohesion, warning that inequalities expose the population to capture by political elites – this sadly materialised a few months later in July. The project leader has also written for the Afrobarometer Round 8 dissemination on topics of corruption, economic insecurity, and unemployment. The corruption publication attracted significant media attention and was addressed by the Office of the Presidency in a press release reaffirming the President's commitment to the fight against corruption.

Finally, the project has worked closely with other programmes at the IJR in order to sharpen the institutional focus on the themes that the Institute investigates. Collaboration with the Countering Violent Extremism project – which addresses the material considerations surrounding Mozambique's growing insurgency – led to the publication of a policy brief on the role that illicit financial flows and informal economies play in supporting the insurgency. This also attracted media attention and the project leader was invited to share insights on the BBC's World Service, with 30 million people listening in to the interview.

Objective: To increase advocacy for inclusive economies that spread resources and opportunities more equally by reducing socio-economic inequality

South African Reconciliation Barometer

The SARB project entered an implementation year in 2021 by fielding a new round of its survey during the year. The SARB project operates according to a two-year cycle, alternating between implementation and dissemination years. Preparations for the fieldwork involved appointing a service provider and redesigning the questionnaire. The survey was fielded in October and November 2021 and the first data was disseminated by the end of the year.

In addition to the implementation of the survey, the project has actively promoted existing SARB data and publications by disseminating these findings to key audiences. Through the IJR's publications and presentations to key stakeholders, SARB data has been cited by government departments, research institutions, civil society organisations and media outlets both locally and internationally. For instance, SARB data on public perceptions of public institutions featured prominently in an international benchmarking study conducted by the Department of Planning, Monitoring and Evaluation, which is located within the Office of the Presidency. In partnership with other researchers, SARB data was used to measure several aspects of social cohesion in a publication tracking South Africa's progress towards the National Development Plan's goals for 2030. Moreover, in collaboration with the Afrobarometer project, the SARB project leader has made several media appearances to promote the work of the IJR.

Over the course of 2021, the project enhanced its public profile, proved to be an important resource for public-opinion data for policymakers, and fostered partnerships with researchers and civil society organisations.

Afrobarometer

Afrobarometer is a pan-African, non-partisan, survey research network that provides reliable data on Africans' experiences and evaluations of democracy, governance and quality of life. Eight rounds of surveys have been completed in up to 39 countries since 1999. The Round 8 surveys (2019/2021) cover 34 countries. The main goal of Afrobarometer is to give the public a voice in the policymaking process by collecting and disseminating high-quality public-opinion data across the continent.

For the Afrobarometer team, 2021 was a very busy and successful year. After the suspension of fieldwork at the beginning of the pandemic, the team managed to complete all fieldwork activities for the Round 8 Afrobarometer surveys covering Angola, Botswana, Namibia, Lesotho, Mauritius, Eswatini, Zimbabwe and South Africa. However, owing to the ongoing instability in the northern region of Mozambique, fieldwork was eventually concluded in Mozambique only after extensive engagements with the National Institute of Statistics in the country and with the security forces.

In addition to completing all Round 8 fieldwork activities, the project also oversaw the dissemination of survey findings in our region. Being the dissemination partner in South Africa, we had a unique opportunity to share the Round 8 survey data from South Africa far and wide. The coverage of our outputs in 2021 has been unprecedented. Such outputs have been widely cited in national and international publications, with institutions like the Presidency in South Africa responding to our findings on social media. This and other concrete engagements with key stakeholders have given the project the opportunity to solidify the IJR's profile as a key contributor to national debates and conversations around governance in Africa, and in South Africa more specifically.

The Afrobarometer publications can be accessed [here](#).



The IJR *communications team* embraces digital transformation



The past year was yet another one characterised by uncertainty and the unknown, with high levels of dependence on technology for communication. The IJR adapted to these changes by strategically engaging on Twitter, LinkedIn, Facebook, YouTube and SoundCloud. The objective of the Communications and Advocacy Unit is to engage in a relevant way that informs, advocates, and sets the agenda for justice and reconciliation. Social media is defined by its interactivity, connectedness, and user-generated content. With the digital shift and push that COVID-19 brought about, social media has become a necessary tool that the IJR uses daily to engage with our audience and beyond. During the COVID-19 pandemic, the evolution of social media has been fuelled by the human impulse to communicate and by advances in digital technology. Through our social media platforms, we aim to make the IJR story one of establishing and nurturing personal connections with our audience.

The IJR has purposely used social media for marketing, advocacy, community-building, and much more. Our social media platforms have proven to be a valuable communication tool not just locally, but also on the continent as a whole. What has stood out is the rapid growth we have seen across all our digital platforms as well as greater audience engagement. Our LinkedIn page has seen the highest increase in followers, from 2 173 in February 2021 to 3 310 at present. This is followed by our Twitter page, which stood at 5 319 followers in the same month and rose to 5 642 followers. Moreover, the number of likes on our Facebook page increased by 99. SoundCloud and YouTube have had slow but impressive growth: our YouTube channel went from 428 subscribers in February 2021 to currently having 459 subscribers, while SoundCloud has had an increase in listenership. We could attribute these increases to the consistency of our daily posts, for, **according to research**, brands and organisations that post regularly on social media tend to see the best results.

The consistency of our social media engagement has enabled the IJR to stand out as a trusted think tank, which is more important than ever with market saturation and user fatigue being at an all-time high. The Communication and Advocacy Unit has taken the time to develop and execute dynamic social media strategies, such as the use of Canva designs in our social media posts, which has certainly elevated our online presence. The use of social media will continue to be important for the IJR in building fair, democratic, inclusive and peaceful societies in Africa.

From the foregoing, it is clear that social media platforms are a valuable tool for showcasing employee stories, and our vision and values, and for creating an emotional connection with our audience. Using social media is not just an activity; it is an investment of valuable time and resources that allows the IJR to maintain rich connections with large numbers of people. As Erik Qualman says: 'We don't have a choice ... whether we do social media; the question is how well we do it.'

Accordingly, the team recently attended the 2022–2025 strategy planning for the organisation and committed to offering communications support that is informed by the needs of the organisation.

In addition, the Communications and Advocacy team conducted a digital audit to establish the health of our online platforms. This was done under the guidance of our national partner's Digital Portfolio Manager, Shannon van Wyk, from Afrobarometer. Informed by this and the ever-growing and changing digital world, the IJR has taken the decision to embark on digital transformation. For this, we will invest in a digital strategy and procure the services of a digital marketing expert to help us develop such strategy. Our online presence is growing to the extent that we will be investing in a paid digital media.



20 Publications
7 Policy briefs



4 Quarterly newsletters with
2 983 subscribers



9 Op-eds in various media platforms



31 Interviews on radio and TV platforms



Appeared on
192 media platforms



16 Webinars with
720 attendees



25 000 Visitors and
57 000 Page views



7 407 Followers
(increase of **6%**)



5 684 Followers
(increase of **14%**)



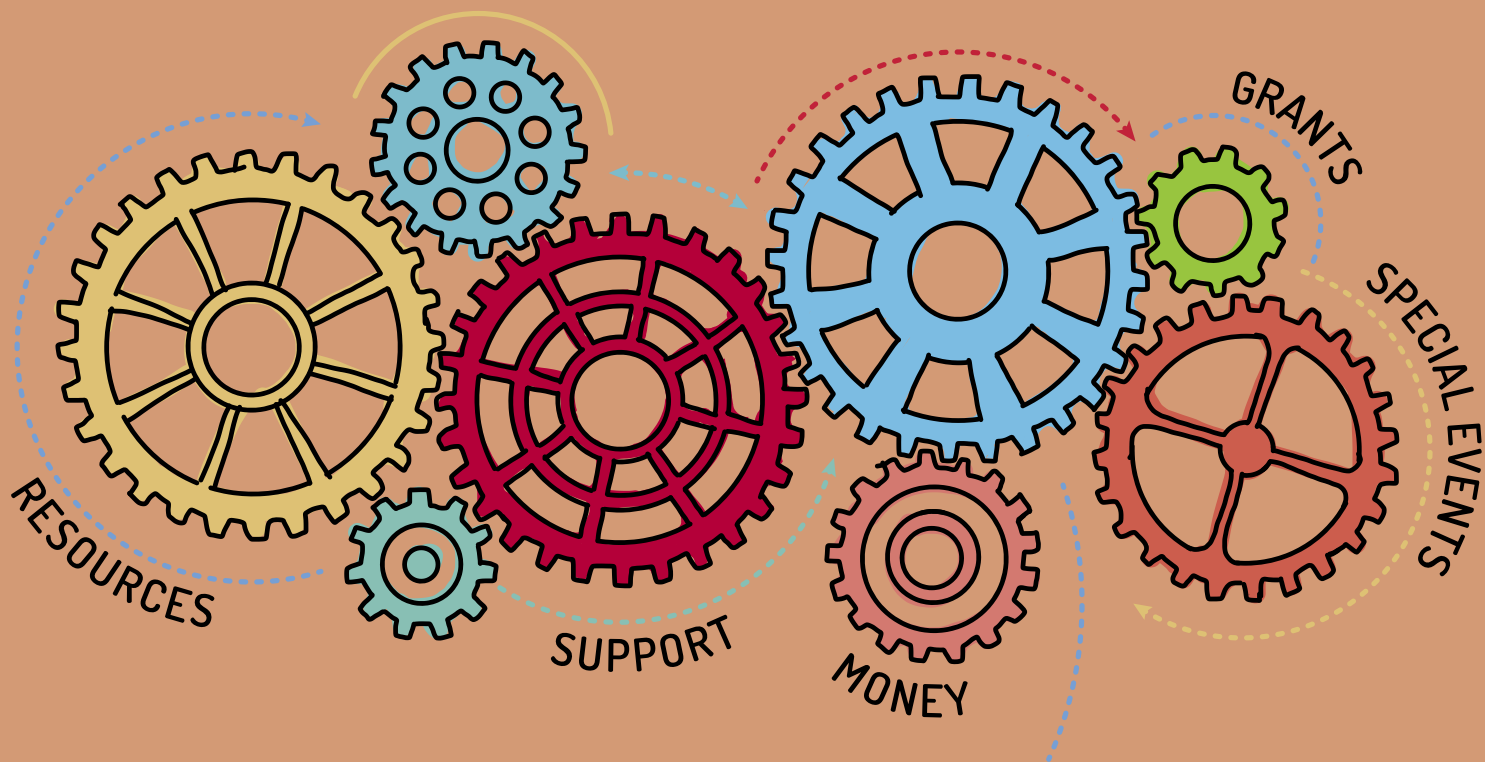
3 310 Views
(increase of **32%**)



20 000 Views
(increase of **11%**)



8 Learning seminars



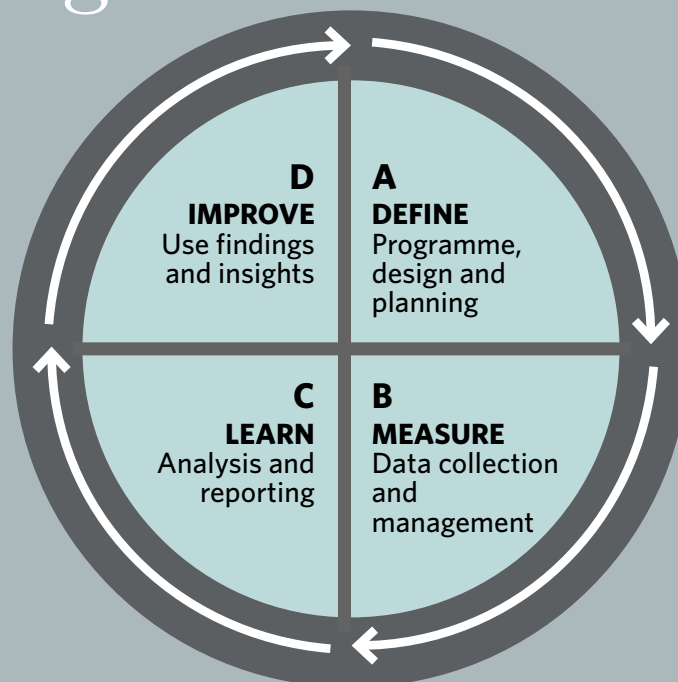
Fundraising and business development

The COVID-19 pandemic has posed challenges for income generation and fundraising. This is not unique to the IJR but is true for the civil society sector globally. The pandemic has not only halted and changed the way we all operate, but it has also had significant effects on the global and local economy. This, in turn, will have ripple effects for future fundraising and also for business development. In 2021, the IJR took a number of measures to mitigate the challenges and to proactively engage with the changing environment. Our strategic approach aims to provide a vision and goals that we will seek to achieve given the current situation and the immediate future, as well as a framework for the IJR with a view to the year 2025 so that the Institute can fulfil its mandate and, through generating income, forge strong partnerships and alliances and continue to help build fair, democratic, inclusive and peaceful societies in Africa. We also instituted both internal and interdepartmental relationship-building and explored the extent to which these relationships can be improved onsite, in the field and online.

Our Grants and donations increased by 5.27% on the previous year from R27 317 143 to R28 835 994. This was partly due to acquiring two new funders in 2021. However the most significant increase was received through earned income through Business Development, which grew by 275% from R1 618 868 to R4 448 894. By the end of 2021, Business Development had expanded its client base considerably, and had signed contracts with institutions and corporates to address and deal with issues of diversity, bias, anti-racism, dialogue, and inclusion, as well as projects relating to peacebuilding and reconciliation/research. The IJR is committed to securing additional donors to build a diversified and more sustainable funder base, both locally and internationally. Additionally, the IJR will ensure that timeous and quality donor reports (Narrative & Financial) are produced and improve its grant management.



Monitoring, evaluation and learning



The IJR is in the process of implementing a comprehensive and integrated monitoring, evaluation and learning (MEL) system, which will ensure institutional and programmatic learning and improvement, and allow IJR's upward and downward accountability (i.e. to the organisation's funders, partners and beneficiaries). The MEL system is based upon the organisation-wide Theory of Change, with indicators that programmes will report against. Currently, tools are being developed to ensure that data against indicators can be collected in a rigorous and robust manner.

A participatory process was embarked on with an external monitoring, evaluation and learning (MEL) specialist. Despite COVID restrictions, which meant that all engagement was virtual, the full complement of IJR staff at the time had the opportunity to participate in crafting this framework. This resulted in a framework that was developed in a bottom-up way and therefore reflects all the programmes and projects and is wholly embraced by all in the organisation.

Goals for 2021

- Utilising existing partnerships to continue to work remotely and to enhance third party monitoring.
- Efficient and effective use of online platforms, virtual training, and workshops.
- Increase inhouse capacity.
- Setup and conduct online group training sessions.
- More frequent engagement with donors and beneficiaries.

Successes

- Eliminating gaps in the MEL system by realigning activities and indicators to allow ongoing tracking.
- Improving coordination between the monitoring and evaluation team and internal departments.
- Integrating new and innovative processes into our monitoring and evaluation practices.
- Recording actual data for the different departments (see infographics on page 24).

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 travel resumes, and determining how we will move forward, is an ongoing discussion. We will continue to improve MEL practices and make much needed changes. Furthermore, we are constantly reviewing the relevance of our existing MEL frameworks using monitoring and evaluation to design more effective programmes during these challenging but exciting times.



Human resource management

Staffing and appointment

The staff complement of the IJR is determined by a Human Resources Plan developed through strategic planning processes and approved by the IJR Board at the end of each year. In 2021, we had six new staff members join us, including our Executive Director. There were also two resignations.

Since the IJR also deems it important to offer opportunities to young people, it has an extensive paid-internship and unpaid-volunteer programme for supporting the programme work of the different units. In 2021, we had four paid interns join us.

Finally, of note is the low turnover of staff, which speaks to the success of the IJR's retention strategy and to staff satisfaction within the IJR.

Employment equity

Since the integration of the Afrobarometer project, and owing to the growth of the IJR's budget, the IJR has, since 2015, been a designated employer. Among other things, this means that the IJR reports to the Department of Labour (DoL) regarding its employment equity statistics. In October 2021, the IJR submitted its new Employment Equity Report for the 2021/2022 period, which was subsequently approved by the DoL.

Human resources policy

At the IJR, we pride ourselves on offering effective and professional services at all times as a monitoring mechanism and in order to remain abreast of the ever-changing world of statutory labour law. Our human resources policy is constantly updated by an independent external organisation and is implemented so that both staff and management are protected in accordance with the law.

The policy is introduced to all new staff members at the IJR through our induction process.

Staff retention

Staff retention has always been a high priority at the IJR. Accordingly, the IJR budget makes provision for staff development and capacity-building. This ensures that our staff are skilled continuously in the area of their work. Staff wellness, and especially mental health, is a major focus of the Human Resources Division. In August 2021, the IJR partnered with Independent Counselling and Advisory Services (ICAS) to ensure that staff and their family members who needed debriefing sessions were given that opportunity at all times. One of our major goals for 2022 is to place greater emphasis on mentorship and organisational governance so that our staff are given more opportunities to grow within the IJR.

Staff and programmes 2021

Office of the Executive Director

Prof. Cheryl Hendricks – *Executive Director*
Simone Brink – *Executive Assistant*

Peacebuilding Interventions

Prof. Tim Murithi – *Head of Department*
Dr Webster Zambara – *Senior Project Leader*
Friederike Bubenzer – *Senior Project Leader*
Amanda Lucey – *Senior Project Leader*
Kenneth Lukuko – *Senior Project Leader*
Patrick Hajayandi – *Senior Project Leader*
Anthea Flink – *Project Leader*

Sustained Dialogues

Felicity Harrison – *Head of Department*
Katlego Sepotokele – *Senior Project Leader*
Nosindiso Mtinkulu – *Senior Project Leader*
Danielle Hoffmeester – *Project Leader*
Jodi Williams – *Project Leader*
Lucretia Arendse – *Project Leader*
Gcotyelwa Jimlongo – *Intern*

Research & Policy

Jan Hofmeyr – *Head of Department*
Anyway Chingwete – *Senior Project Leader*
Sibusiso Nkomo – *Senior Project Leader*
Dominique Dryding – *Senior Project Leader*
Shannon van Wyk – *AB: Digital Portfolio Manager*
Jaynisha Patel – *Project Leader*
Mikhail Moosa – *Project Leader*
Preston Govindasamy – *Project Leader*
Ziyanda Stuurman – *AB: Project Leader*
Asafika Mpako – *Project Officer*
Chelsea Cohen – *Intern*

Operations

Elisha Kotze – *Head of Operations and Human Resources*
Felicia Thomas – *Office Manager*
Veronique Adonis – *Administrator*
Laverne Jacobs – *Administrator*
Pamella Vutula – *Administrator*
Shireen Stafford – *Receptionist*
Phumeza Mrasi – *Office Assistant*

Communications, Fund- and Business Development

Dr Ric Amansure – *Head of Department*
Juzaida Swain – *Senior Project Leader, Fundraising*
Samantha Kambule – *Senior Project Leader, Communications*
Mathuto Mashego – *Project Officer, Fundraising*
Sibonelo Mavuso – *Intern*

Finance

Renee Choto – *Head of Finance*
Lameez Klein – *Senior Accountant*
Nawaal Essop – *Accountant*

Financial overview

The IJR continues to maintain a financial system that demonstrates good financial stewardship in line with international best practice, as evidenced by the unbroken record of unqualified audits. To maintain the high level of integrity and financial stewardship, all processes and procedures are checked to ensure that there is compliance with the IJR's financial manual as well as statutory requirements. The IJR also ensures that anti-fraud and corruption mechanisms are in place and are linked to transparent and coherent control processes.

The online finance processes that were put in place in 2020 when lockdown started, are now fully operational. All finance processes have been moved from the physical server to the Cloud, with the result that all such processes are now virtual. All manual ordering and authorisation processes have also been replaced by a new online ordering system. The focus going forward is to build a fully integrated financial system that will make processing times even shorter.

Although operations have not yet returned to pre-COVID levels, 2021 was characterised by a more stable operating environment in which most of the activities that could not be undertaken in 2020 were implemented. The total institutional budget for 2021 was R42 million, compared with R29.6 million in 2020. At 31 October 2021, the Institute had an amount of R8 million in sustainability funds with Ninety-One (formerly Investec Asset Management). Business development income increased significantly in 2021, and it is envisaged that these funds will be used to build up the Sustainability Fund.



FINANCIAL STATEMENTS

Income Statement

for the year ended 31 December 2021

	2021 R	2020 R
Grants and donations	28,835,994	27,317,143
Earned income	4,448,894	1,618,868
Other income	12,718	
	33,297,607	28,936,011
Management and administrative costs	(7,512,874)	(8,613,200)
Programme and project costs	(29,844,800)	(20,816,005)
Net operating deficit	(4,060,068)	(493,193)
Net investment income	392,402	497,255
Net gain on investments	905,279	283,637
Gain/(loss) on exchange	313,432	(47,985)
Net (deficit)/surplus for the year	(2,448,955)	239,714



FINANCIAL STATEMENTS

Statement of Financial Position

as at 31 December 2021

	2021 R	2020 R
Assets		
Non-current assets	8,940,522	7,667,653
Property, plant and equipment	501,854	440,066
Investments	8,438,668	7,227,587
Current assets	7,156,079	10,323,327
Cash and cash equivalents	6,774,330	10,061,236
Accounts receivable	381,749	262,091
Total assets	16,096,602	17,990,980
Funds and liabilities		
Funds	8,896,621	11,345,576
Current liabilities	7,199,980	6,645,404
Accounts payable	2,018,787	1,119,062
Operating lease liability	4,400	137,870
Grants received in advance	5,176,793	5,388,473
Total funds and liabilities	16,096,602	17,990,980

Development Partners



Thank you!

The IJR would like to thank the following development partners for their continued support:

- Afrobarometer
- Brot für die Welt
- Embassy of the Kingdom of the Netherlands in South Africa
- Frankfurt Business School
- Oxfam IBIS
- Royal Norwegian Embassy, Pretoria
- Swedish International Development Cooperation Agency
- Western Cape Department of Agriculture



Brot für die Welt -
Evangelischer
Entwicklungsdienst



Kingdom of the Netherlands



Norway in South Africa
Royal Norwegian Embassy in Pretoria



BETTER TOGETHER.

About the cover image

The peace mural shown on the front and back covers of this report was painted by Dr Nanda Soobben following the July 2021 unrest in South Africa. It is situated at the Aryan Benevolent Home (ABH) headquarters in Chatsworth, Durban. The ABH is a 101-year-old national non-profit organisation that provides a Home for the elderly, frail, children and victims of domestic violence. The mural depicts images of Nelson Mandela, Ahmed Kathrada, Archbishop Desmond Tutu, Judge Dhayanithie Pillay, Lenny Naidu, Dr Anshu Padayachee, Kumi Naidoo, Rahima Moosa, Lilian Ngoyi, Helen Joseph, Sophia Williams, Dr Gcina Mhlope, Dr Imtiaz Sooliman, Dr Shishupal Rambharos, Professor Fatima Meer, Mahatma Gandhi and Chief Albert Luthuli. According to the artist, 'the aim of the painting is to bring about peace and a non-racial society following the unrest. It is to bring people of different races together and to bring about social cohesion. After having a look at the painting, people will remember our struggle icons who fought for peace and freedom, and hopefully follow and carry the same values.'



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