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The cover image shows the areas in Africa in which the IJR is actively involved.



CHAIRPERSON'S REPORT

As the new Chairperson of the Institute for Justice and Reconciliation (IJR) board, succeeding Prof. Don Foster, I have been on a steep learning curve. The current challenges we face in society, both globally and locally, require visionary thinking and fundamental adjustments to what we have been used to as citizens and in the IJR. It is a great responsibility to lead such an important organisation, and I am excited about the opportunities that lie ahead.

The IJR is a vital organisation dedicated to promoting justice, reconciliation and democracy in South Africa and beyond. In a world where division, inequality and conflict continue to threaten the fabric of society, our work is crucial. The IJR has a proud history of working towards these goals, and I am proud to be part of an organisation committed to making a positive impact in the world.

Our Executive Director joined the IJR in October 2021, in the midst of the Covid-19 pandemic. Due to Covid-19 restrictions, she had to work from home. However, in June 2022, the IJR staff started returning to the office. This was a challenging time for the staff, the Institute and society as a whole. We had to quickly adapt to the

changing circumstances and disruptions caused by the pandemic. Despite these challenges, our staff have shown incredible commitment, dedication and passion for the work of the IJR.

As we move forward, we recognise that we will face obstacles that we will need to overcome. But we remain committed to working through these difficulties and rebuilding positive connections. Through everyone's positive attitude, we will achieve our goals.

The IJR's work is more important now than ever before, and we must continue to adapt to the changing circumstances of the world around us. We need to think innovatively and creatively about how we can best achieve our goals in the current environment. It is essential that we remain focused on our core mission, while also being adaptable and flexible in the face of new challenges.

I am excited about the input of the board members in fulfilling our fiduciary duties in service of the work of the IJR. The board plays a crucial role in providing oversight and guidance to the organisation. We need to ensure that we use our resources effectively and stay true to our core mission. The board

must also be responsive to the changing needs of the organisation, and we need to be willing to adapt our strategies as necessary.

I believe that through visionary leadership, the IJR will continue to make a positive impact. We need to be willing to think outside the box, take risks where necessary, and be proactive in identifying emerging issues and trends that may affect our work. As the Chairperson of the board, I am committed to this ideal. I have full confidence in the board, the Executive Director and the staff to manage the changes that are inevitable. Together, we will emerge as a relevant and leading force in thought leadership, research and action, playing our part in the emergence of a brave new world.

I look forward to working with my colleagues, partners and supporters to build a more just and peaceful society. Together, we can create a better future for ourselves and future generations.



Thank you.

Rev. Courtney Sampson
Chairperson



EXECUTIVE DIRECTOR'S REPORT

The Institute for Justice and Reconciliation (IJR) began the year with the sad news of the loss of its long-standing patron, Archbishop Emeritus Desmond Mpilo Tutu, who has been associated with the IJR since its inception in 2000. The archbishop was part of the founding of the IJR in the wake of the South African Truth and Reconciliation Commission. He remains an inspiration and guiding light for the organisation.

This year we also welcomed three new members to the IJR board: Courtney Sampson (new board chair), Betty Bigombe and Prof. Adebayo Olukoshi. We also said goodbye to Prof. Hugh Corder and Prof. Deborah Posel. The IJR is thankful for their many years of service and wishes them everything of the best for the future.

The world continues to be beset by intra- and interstate violent conflict, human insecurity and injustice. The Russia–Ukraine war occupied much of the global attention in 2022. Conflicts in, for example, Myanmar, Syria, Sudan, Somalia, Mali, Democratic Republic of Congo and Libya continue and violent extremism is spreading and intensifying on the continent. We therefore also see an increase in the number of refugees and internally displaced persons. The ceasefire agreement between the Ethiopian government and the Tigray forces was a positive sign for peace in the Horn of Africa.

The negative impact of the Covid-19 pandemic on Africa's economies and its people's livelihoods continues and has been exacerbated by the Russia–Ukraine war. In 2022, globally, 828 million people faced hunger as climate change and poverty took their toll. Governance deficits and a decline in the quality of our democracies punctuate the political landscape of the continent, and gender-based violence and human rights abuses also continue unabated. The peace and security architectures, frameworks, policies and programmes have been developed and financial and human resources deployed, yet we see the backsliding. Conflict management approaches need to be revisited and more emphasis should be placed on survivor-centred transitional justice and reconciliation processes and mechanisms. We must also reflect on state–society relations and how they can be reconfigured for the well-being of all. The calls for reform of multilateral institutions and for the alternative ways in which citizens want to be governed have grown louder. Scarcity induced by climate change and growing energy shortages will no doubt force societies to change the ways in which they live together in an increasingly interdependent world.

The Afrobarometer's public opinion survey has been an important guide in highlighting the gaps in popular education around issues of climate change and the environment. The survey indicated that in South Africa fewer than three in ten Africans are 'climate change literate' in the sense that they have heard of climate change, associate it with negative changes in weather patterns, and know that human activity is a major cause. Far fewer would have heard about a 'just energy transition' (JET). Corruption and loadshedding plague our country and fuel the lack of trust and uncertainty. The IJR is well placed to not only analyse and reflect on these events but to also constructively intervene with methodologies that it has developed since its inception. The IJR can play a pivotal role in providing thought leadership and policy implementation support on the key issues facing our societies.

Much has also happened at the IJR during this year, from the screening of a documentary film, *1972 Broken Hearts*, produced by Patrick Hajayandi, and the subsequent publication of his book *Faces and Traces*, which tells the stories of people who protected others during the 1993 violent massacres and the ethno-political crisis which took place in Burundi, in the aftermath of the assassination of the first democratically elected president, Melchior Ndadaye. The IJR has also expanded its work on violent extremism, seeking to develop alternative narratives to counter-terrorism and analysing how justice and reconciliation can be applied in these contexts.

As part of its objectives of providing policy implementation support, the IJR has been actively engaged on the National Action Plans (NAPs) on Women, Peace and Security (WPS) and on Combating Racism, Racial Discrimination, Xenophobia and Related Intolerance in South Africa. It has held many capacity-building trainings on the WPS NAP and on Conflict Prevention, Mediation, Peacebuilding and Mental Health and Psychosocial Support. The IJR and its partners also held many dialogues across the country, including a national dialogue on Violence and Migration in South Africa and an Intergenerational Dialogue. This annual report reflects on some of the work that the IJR accomplished in 2022. It demonstrates the breadth of the work that the IJR produces in South Africa, Africa and further afield.

The IJR will expand on work on climate change and begin to focus on JET and its impact on communities. There is no doubt that the IJR's skills in research and dialogue facilitation will go a long way in mitigating some of the potential negative impacts of JET, particularly in coal-mining areas.

We are living in a daunting, yet exciting, time in the life of the IJR and it is up to us to seize this opportunity to do what we have never done before, go where we have never gone before, and transform the IJR into a leading thought leader and change maker. I am confident that the staff of the IJR can rise to this challenge. In the words of Archbishop Tutu,

'Do your little bit of good where you are; it is those little bits of good put together that overwhelm the world.'



Prof. Cheryl Hendricks
Executive Director



OBJECTIVES OF THE INSTITUTE FOR JUSTICE AND RECONCILIATION

5 IJR OBJECTIVES

To produce evidence-based quantitative and qualitative data and documentation on justice, reconciliation, social cohesion and peacebuilding that can inform policymaking and policy implementation



To create spaces and interventions that promote justice, reconciliation and social cohesion



To enable an informed and engaged citizenry that meaningfully participates in creating peace



To support and contribute to the development and implementation of frameworks, policies and processes that lead to more peaceful and just societies



To strengthen the conflict-management and peacebuilding capacity of communities, civil society, governments and intergovernmental organisations





PROGRESS AND ACHIEVEMENTS

This section offers a short summary of the achievements of the IJR in 2022.



PEACEBUILDING INTERVENTIONS

The persistence of violent extremism, conflicts and political tension across the African continent undermines sustainable peace. The IJR Peacebuilding Interventions Programme (PBI) supports the implementation of the African Union Transitional Justice Policy (AUTJP) to empower continental and national actors to transform the deeply divided and violence-afflicted societies across Africa.

REGIONAL RECONCILIATION



In 2022, the IJR contributed towards catalysing community engagements through intergenerational dialogues via radio broadcasting platforms and the screening of the documentary film *1972 Broken Hearts*. The radio programme created safe spaces for dialogue, through which difficult issues were interrogated with the objective of designing solutions to address the legacy of violence and atrocities in the Great Lakes region. **The IJR identified three key dimensions to its interventions:**



The creation of channels through which memory is transmitted from elders to the youth, which enables the cross-generational sharing of experiences



The importance of the use of storytelling dialogue platforms to transmit valuable memories, insights, knowledge and experiences to the younger generation to inform their sense of identity



The necessity of engaging in advocacy to inform key national and regional decision-makers and institutions involved in peace consolidation

The atrocities of the past tend to remain hidden and unspoken in our societies unless efforts are made to surface them. In this vein, the IJR contributed to the research, analysis and publication of its photobook, *Faces and Traces: Paying Tribute to Unsung Heroes*. Through documenting testimonies of the atrocities that were committed in 1993, the photobook has assisted in altering the perceptions of key stakeholders in Burundi and in the Great Lakes region. The testimonies affirm the agency of survivors and ‘unsung heroes’, who were sometimes categorised as traitors. This is a necessary step towards internalising the learnings from the past and beginning on the journey towards healing. The unsung heroes expressed relief and acknowledgement in a manner that encourages healing and reconciliation.

The IJR also disseminated the findings of its work in the Great Lakes region to key decision-makers at a Diplomatic

Briefing co-convened with the Life and Peace Institute (LPI) in Addis Ababa on 12 October 2022, as well as to the African Union (AU)–European Union (EU) Seminar on Transitional Justice, which was convened in Banjul, The Gambia, on 24 and 25 November 2022. On 29 April 2022, the IJR was a co-convenor of an intergenerational dialogue, in partnership with the University of Ottawa, which brought together local Bujumbura-based actors and the wider Burundian Diaspora living in Canada, France, Belgium, Sweden and Norway. In October 2022, a follow-up dialogue was convened through a documentary screening which was co-convened in partnership with the Burundi Film Centre and the TAVMA. These convenings contributed towards increasing the knowledge and raising the awareness of stakeholders. The IJR has observed that documentary films play an important function as ‘silence-breakers’ by fostering community engagement through addressing the atrocities of the past.

Southern Africa



Countries across Southern Africa are still faced with the trauma of human rights atrocities. This is exacerbated by the unequal, undemocratic and weak political and economic systems in the region. The region also faces emerging conflicts, including violent extremism in northern Mozambique, migration, climate-change-induced disasters and an alienated youth population. To address these issues and sustain peace in Southern Africa, one of the IJR’s main strategies is to promote justice, peace and reconciliation by popularising the AUTJP through sensitisation workshops and capacity-building among civil society organisations (CSOs). The IJR contributed towards sensitisation of key stakeholders on the AUTJP through collaboration with the National Transitional Justice Working Group of Zimbabwe (NTJWG), which the IJR helped establish in 2013, by co-convening a Southern African Development Community (SADC) Regional Symposium on Transitional Justice in Johannesburg in April 2022. This intervention contributed

towards the development of a regional strategy agenda for Southern Africa and brought together participants from eight SADC countries. The intervention also contributed towards knowledge generation, publication and the dissemination of two policy reports, which will be utilised to catalyse and mobilise civil-society-led transitional justice and peacebuilding processes in Lesotho and Malawi.

In order to engage with the AUTJP, the IJR also collaborated with the Southern Africa Youth Forum (SAYoF) to contribute towards knowledge transfer and building the capacity of more than 60 youth actors drawn from across the SADC region, by co-convening a conference on ‘The Role of Youth Actors in Promoting Transitional Justice in Southern Africa’ in Johannesburg on 12 and 13 May 2022. Following this conference, the youth leader from Zambia, Mwila Chriseddy Bwanga, founder and director of BeRelevant Africa, through his own initiative organised a workshop to further capacitate

40 youth actors, and the IJR provided technical and analytical inputs to support this initiative.

In terms of empowering national actors to address the violations and atrocities of the past, the IJR collaborated with the Matabeleland Initiative, a coalition of CSOs, and the Women of Zimbabwe Arise non-governmental organisation (NGO), to deal with the unresolved Gukurahundi atrocities in Zimbabwe, by co-convening a capacity-building dialogue meeting in Bulawayo on 27 May 2022. On 17 October 2022, the president of Zimbabwe officially received two documents which were developed through the IJR's technical and analytical inputs: *Report on the Consultative Meetings on the Gukurahundi Issue between the National Council of Chiefs, the Chiefs of Matabeleland North & South and the Matabeleland Civil Society, Volume 1*; and *Manual on Community Engagement Processes by Chiefs on the Gukurahundi Issue, Volume 2*.

The IJR supported the work of the AU's Border Programme to strengthen its responses to border conflict, through providing a survey of all the border disputes in Southern Africa and case studies of the Malawi–Tanzania dispute relating to Lake Malawi and the border dispute between the Democratic Republic of Congo and Zambia. The survey also assessed the border disputes between Botswana and Namibia and between Botswana and Zimbabwe.

In May 2022, the IJR Pan-African Reconciliation Network (PAREN) project also contributed towards the convening of a webinar on Eswatini, for the EU project Gateways for Peace, to assess the crisis precipitated by the pro-democracy protests, and published a policy brief from this intervention entitled 'Navigating the Socio-Political Crisis in Eswatini: Options for Dialogue and Transitional Justice'.

PREVENTING VIOLENT EXTREMISM



In 2022, the IJR informed international and African regional, subregional and national policies on counter-terrorism and preventing violent extremism and the need to apply transitional justice interventions to stabilise societies through evidence-based research. Specifically, the IJR published a policy report for the global RESOLVE network, entitled 'Lessons from Africa: 20 Years of UN Security Council Counter-Terrorism Policy', which generated insights that were disseminated to policymakers and practitioners in the United Nations (UN) system and member states. Subsequently, the IJR was requested to provide technical inputs into the report of the UN Special Rapporteur on the promotion and protection of human rights and fundamental freedoms while countering terrorism.

The IJR interviewed the SADC Mission to Mozambique (SAMIM) as well as the Rwandan peace support operation, which is also stationed in the country, on their strategies to

promote effective conflict management in the Cabo Delgado region. In addition, the IJR held a focus group discussion in Cabo Delgado with women leaders and the wider Mozambican civil society to assess how they were engaged in preventing violent extremism.

The violent extremism and the insurgency in the Cabo Delgado region of Mozambique, perpetrated by a local armed militia known as Al Sunnah wa Jama'ah (ASWJ), has led to the killing of thousands of people and the displacement of tens of thousands of locals. SAMIM was initially deployed as a temporary measure to stabilise the region; however, it does not have a coherent 'exit strategy' in terms of empowering local citizens to drive their own peacebuilding processes. The IJR PAREN project, in partnership with the University of Cape Town's Institute for Democracy, Citizenship and Public Policy in Africa (IDCPPA) and Stellenbosch University's



Focus group with women's organisations in Pemba, Mozambique, on 27 October 2022

Security Institute for Governance and Leadership in Africa (SIGLA), co-convoked a conference entitled 'The SADC Mission in Mozambique: Interrogating Regional Interventionism'. It brought together policy analysts and researchers to assess the SADC's efforts to combat terrorism and acts of violent extremism in Mozambique. The research intervention included

inputs from Prof. Mpho Molomo, the Head of SAMIM, who travelled from Pemba to share views on SAMIM's challenges, engaged with the IJR's recommendations and contributed towards knowledge generation on strategies to develop an exit strategy based on incorporating transitional justice and peacebuilding measures into its programme of work.

PSYCHOSOCIAL PEACEBUILDING AND MENTAL HEALTH



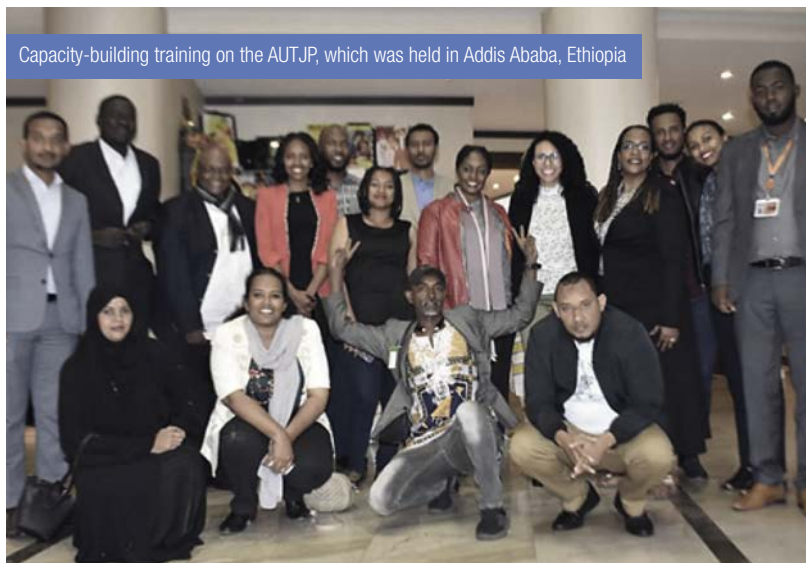
The IJR in collaboration with the Africa University's Institute for Peace, Leadership and Governance in Africa (IPLG), based in Mutare, Zimbabwe, and Hekima University College's Centre for Research, Training and Publications (CRTP), based in Nairobi, co-convoked a 'Pilot Training Workshop on Integrating Mental Health and Psychosocial Support into Peacebuilding Processes' to address the

ability of war-affected individuals and societies to cope with such extraordinarily painful experiences. The workshop developed and finalised an IJR handbook which focuses on the importance of ensuring that the efforts of mental health and psychosocial support (MHPSS) workers, as well as peacebuilders, collectively contribute towards healing and restoring the social fabric of communities.

A key challenge across the African continent is the lack of understanding and awareness about the processes, mechanisms and institutions which can be utilised to surface the violations of the past, so that societies can address them and embark on their journey towards healing. The IJR utilised the AUTJP to contribute towards ongoing capacitation, sensitisation, knowledge transfer, improvement of technical proficiency, documentation of past atrocities and facilitation of intergenerational dialogue of key governmental, intergovernmental and civil society actors across Africa. The IJR PAREN supported them in implementing the provisions of the AUTJP through research, analysis, training, awareness raising and stakeholder consultations.

Specifically, the IJR PAREN project, as part of a coalition of African CSOs, convened a meeting in Nairobi, Kenya, from 22 to 24 February 2022, with the AU Commission for Political Affairs, Peace and Security to jointly plan for collaboration and align the programmes of work to enhance peacebuilding across the continent. In June and September 2022, the IJR PAREN, in partnership with the LPI and the Centre for the Study of Violence and Reconciliation (CSVR), provided technical support in the form of capacity-building training on the AUTJP. It was held in Addis Ababa, Ethiopia, for representatives from organisations active in the border areas of Sudan, Kenya, Uganda, Ethiopia and Somalia. These actors were empowered with insights into the AUTJP and were committed to returning to their communities to support local interventions in their countries of origin. The IJR's role was to co-design and implement this capacity-building training programme.

An introductory first virtual session took participants through a learning on what transitional justice encompasses, followed by two in-country sessions in Addis Ababa, Ethiopia, on the AUTJP's bottom-up approaches.



Capacity-building training on the AUTJP, which was held in Addis Ababa, Ethiopia

In order to raise awareness and transfer knowledge to diplomatic actors, the IJR in collaboration with the LPI co-convened a Diplomatic Briefing on 'Transitional Justice and Peacebuilding in Africa: Leveraging the AU Transitional Justice Policy (AUTJP) to Build Peaceful Societies', in Addis Ababa on 12 October 2022.

The Diplomatic Briefing brought together more than 40 Addis Ababa-based diplomats, decision-makers, government officials, CSO practitioners, analysts, academics and intergovernmental actors with the objective of capacitating and sensitising them to engage and utilise the provisions of the AUTJP in order to inform and guide the national reconciliation processes in their countries, with key engagement by Prof. Eugene Bakama, an AU transitional justice specialist and Sander Oder, AU Coordinator for Post-Conflict Reconstruction and

Development (PCRD), both from the AU Commission on Political Affairs, Peace and Security (CPAPS).

The meeting also discussed the role that the Regional Economic Communities (RECs) can play in promoting national transitional justice and regional reconciliation processes, with the active participation of Dr Aleu Garang, Director of the Mediation Support Unit of the Intergovernmental Authority on Development (IGAD), who also serves as IGAD's Head of Mission to South Sudan, as well as Jevin Pillay,

the Head of the SADC Liaison Office to the AU. By bringing together officials from the African Union, IGAD and SADC, the IJR was able to contribute towards fostering a meaningful exchange between these key institutions with a view to ensuring that this translates into improving the effectiveness of addressing the societal tensions on the ground in their constituent countries. A key outcome of this intervention was the empowerment of 'diplomatic champions' who can continue to provide strategic support for the implementation of the provisions of the AUTJP.



IJR's Head of Peacebuilding Interventions, Prof. Tim Murithi, coordinating the Diplomatic Briefing on the AUTJP, in Addis Ababa, Ethiopia

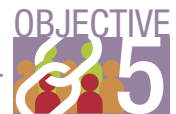
A key outcome of this intervention was the empowerment of “diplomatic champions” who could continue to provide strategic support for the implementation of the provisions of the AUTJP.





Garden Route farm panel community meeting with various state departments

SOCIAL DIALOGUE IN AGRICULTURE



The farming communities of the Western Cape of South Africa continue to address historical grievances and dispossession from their land. The IJR contributed towards convening a series of workshops to empower a network of dialogue leaders in analysing conflict and facilitating trust-building dialogues with the communities of Zoar and Dysseidsdorp. The three-decades-old deadlock in the transfer of ownership of Amalienstein and Waaikraal farms to these communities has been broken. The dialogue leaders,

supported by the IJR project facilitators, are now engaging directly and sustainably with up to seven state departments and effectively resolving technical aspects of the processes needed to conclude the transfers. Communities are now actively engaging with (i) what entities are suitable to transfer ownership to, and (ii) precisely how the farms will become economically sustainable after the transfers. Both the community leaders and the government officials now use newly created rapid communication platforms, including social media, that are managed by the project.

In response to tensions around the presence of seasonal workers in the Robertson–Riebeeck Valley farming communities, as well as in Greyton in the Overberg District, the IJR contributed towards empowering these communities with conflict analysis tools and processes to restore peaceful relations. The local dialogue leaders directly engaged with the provincial government and municipal authorities, with a view to establishing a more permanent dialogue network that will be able to give focused attention to the relationships between employers and both local and migrant work seekers.



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The IJR contributed towards convening a series of workshops to empower a network of dialogue leaders in analysing conflict and facilitating trust-building dialogues.

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MEMORY ARTS AND CULTURE

The Memory Arts and Culture Project (MAC) aims to capacitate ambassadors in the communities where we work. The focus is not just on soft skills (like mediation and facilitation) but also on hard skills (writing, food gardens, soap- and candle-making). Through our project, ambassadors are capacitated to be change agents in their communities. It is vital to assist them to be able to spread what they have learnt to the people around them.

MAC has been in Warrenton in the Northern Cape province since 2013. This process has enabled us to establish relationships of trust within the community. We have seen how the community is not only invested in creating change in their own town but have also taken the initiative to spread the work of justice and reconciliation in other towns as well.

One of the ambassadors who has been attending our workshops in the area told the project team that when he

started attending, he was not really interested in community work. He wanted to see what he could gain from the workshops. After a while, he realised that he had a passion for talking to, understanding and helping people.

With the help of other ambassadors in the area, he hosted a men-only dialogue with different religious leaders, focusing on the treatment of lesbian, gay, bisexual, transgender, intersex and queer (LGBTQIA+) members in churches and in the community. The dialogue was a great success and the participants asked for more dialogues of this nature. In September, the ambassadors had the second dialogue, which focused on the same topic. The conversation was explosive and intense. At the end of the day, the leaders asked for a continuation of the dialogue, especially because it became clear that the culture of gangsterism in the Warrenton community is also a problem for young men growing up there.

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The dialogue was a great success and the participants asked for more dialogues of this nature.

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Dialogue with religious leaders in Warrenton





Drug abuse campaign in Vryheid



Dialogue in Douglas



Candle-making in Vryheid



Soap-making in Bloemfontein

RACISM, SOCIAL COHESION AND INCLUSION



Anti-Racism, Social Cohesion and Inclusion Project

The Anti-Racism, Social Cohesion and Inclusion (ARSCI) project addresses manifestations of systemic and interpersonal racism through research, dialogue, advocacy and anti-racism education. This year, the project supported, trained and capacitated community leaders, individuals, activists and catalysts for social change to take up their role in addressing racism in communities and institutions. Through creating safe and brave spaces for critical and transformative dialogue, ARSCI continues to drive difficult and necessary conversations about racial injustice for the purpose of learning, unlearning, social transformation and healing.

One of the project's major successes has been centring the voices of marginalised black and coloured working-class communities that experience the legacies of apartheid, colonialism and slavery first-hand. Project participants indicated that dialogue processes with the IJR assist in the journey of reclaiming one's history, heritage, agency and future, all of which are critical for undoing the negative mental programming instilled by racism. Through oral history and intergenerational conversations, project participants indicated that they have been able to reclaim the histories that have been erased by colonialism and apartheid. This is

integral for positive identity formation processes and for the transfer of knowledge and wisdom across generations.

The ARSCI project does this through intra-race dialogical methodologies, which is the first phase in our dialogical approach. This is where difficult conversations about race and racism within communities of the same racial background take place. These intra-race dialogues have been useful in shifting negative perceptions and misconceptions within race groups. They also allow for each race group to reckon with the ways in which the dominant culture perpetuates, reinforces and condones harmful racial stereotypes and biases about other race groups. Here, dialogue is used to interrogate exclusion, anti-blackness, afrophobia, xenophobia and other race-related complexities in post-apartheid South Africa.

The ARSCI project recorded and published a podcast conversation on Ziyanda Stuurman's book *Can We be Safe: The Future of Policing in South Africa*, which traces South Africa's history of colonial and apartheid-era policing and reflects on how these legacies continue to inform the socio-economic inequities that we have inherited from our past. Stuurman's work comes at a pivotal moment for South Africa and encourages critical dialogue on racial inequity and social injustice within our policing, prison and court systems. Her work inspires greater social consciousness and explores pathways for collective action, social justice and equity.

A major highlight for the project was the Global Dignity Day programme that brought together 40 senior learners

from high schools in and around the Cape Town area for a leadership activation. The day-long programme harnessed the leadership skills of youth to further propel them to be advocates for human dignity. The programme included dialogues on critical issues relating to social justice and anti-racism education. The conversation included robust debate and discussion about the state of racial and gender inequities in many South African schools. Participants indicated that they would use the knowledge and insights gained from this programme to promote human dignity and anti-racism efforts in their schools, communities and faith-based communities.

The IJR is a member of the South African Coalition for Transitional Justice (SACTJ), which is made up of organisational members as well as individuals who are committed to seeing that victims of apartheid receive justice in all its forms. It was a momentous year for the organisation, which received funding to establish itself as a non-profit organisation (NPO). The Foundation for Human Rights (FHR) has spearheaded the fight for justice for the families of victims of apartheid. Progress over the last 28 years has been slow, but this year saw some positive steps to ensure that the false findings of the apartheid regime are exposed and that justice for those murdered is achieved.

The Khulumani Galia Support Group has continued to advocate for the rights of victims of apartheid who have been denied reparations for the injustices they have suffered. SACTJ has supported them in their efforts to confront government and get positive undertakings to ensure that those who are entitled to reparations, receive

Youth in Calitzdorp who were part of the Activation Anti-Racism Education Dialogue series



Global Dignity Day youth leadership



These intra-race dialogues have been useful in shifting negative perceptions and misconceptions within race groups.

them. In other areas, the group continues to look at issues of torture in detention and apartheid economic crimes.

The project had a successful webinar discussion in collaboration with our partners at the Social Justice Agency. The discussion included contributions from family

members and highlighted the stories of Mapetla Mohapi, Ahmed Timol and other apartheid-era cases that have yet to see justice. The webinar was well attended and participants indicated that they had a better understanding of apartheid history and continued injustice.

GENDER JUSTICE AND RECONCILIATION



The Gender Justice and Reconciliation project seeks to engage South African society on issues of gender and justice. With a programme outlook that encourages conversations around gender, the project engages justice struggles of members of LGBTQIA+ communities.

The project hosted the transgender documentary screenings and dialogue series on 18 and 19 November 2022. This was in partnership with the Triangle Project, based in Cape Town. Four transgender-themed documentaries were screened, followed by a dialogue workshop on surfacing issues. The format of the workshop intended to marry the visual world of learning from a documentary to a dialogue space that allows participants to process documentary lessons and thoughts.

With over 90 participants over the two days, the event was attended by transgender, genderqueer and gender-nonconforming people. Participants foregrounded the plight

of transgender, non-binary people and all gender-diverse people against the scourge of gender-based violence. Moreover, there was need for the balancing of awareness raising that is often skewed disproportionately against gender-diverse communities. Economic exclusion was highlighted, as transgender youth encounter discriminatory practices around access to health (including trans-affirming healthcare), education and other social services.

Transgender representation in the media was also highlighted, including the ownership of stories that get told about the transgender community in South Africa. One participant raised how the digital age of smartphones can enable the creation of alternative storytelling landscapes for transgender and queer communities in South Africa.

Overall, the transgender participants felt represented and included in the programme, which reflected their lives and struggles.



Transgender women of the Transgender Wellness Project at the transgender documentary and dialogue

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Overall, the transgender participants felt represented and included in the programme, which reflected their lives and struggles.

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Katlego Sepotokele (Gender Justice and Reconciliation Project leader) introducing the Leigh Davids documentary at the transgender documentary and dialogue



Durban participants after training, 29 April 2022

Youth Identity Project

The Youth Identity Project (YIP) focuses on youth issues and the challenges that they face in South Africa. Challenges to youth identity come from a variety of sources, many of them historical. However, not all challenges are linked to legacies of the past (such as racial identity) – some are also contingent on current circumstances, such as poverty.

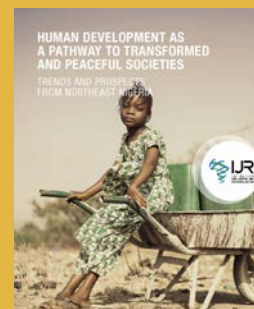
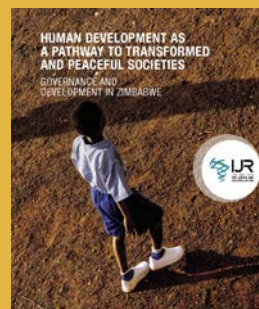
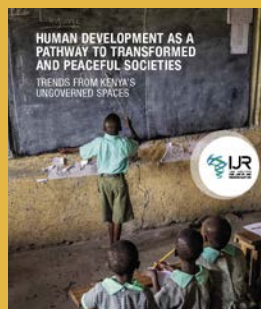
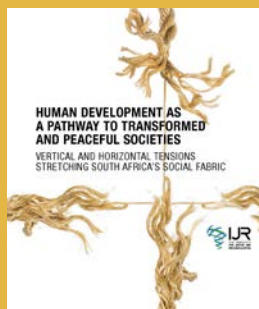
In 2021, we asked young people in Calitzdorp if they felt they belonged in their town – few responded affirmatively, instead lauding metropolitan cities, such as Cape Town, as the pinnacle of belonging and liberalism. They reported that racial segregation, class disparities and other forms of discrimination undermined their sense of belonging and safety in their own community, and noted that, ‘Young people don’t have a future here – there are no opportunities.’

As the conversation deepened, we learned that each young person in the dialogue space identified themselves as wounded and as having inherited their trauma from others. External stimuli, such as the situational circumstances in which they found themselves trapped – poverty, perpetual exposure to violence, and stunted upward mobility – exacerbated existing traumas.

On the basis of this, in 2022 we launched a dialogue series that sought to unpack trauma – its definitions and variances and its many manifestations. We sought to understand our own triggers as well as those of others, and workshopped ways to appropriately respond, rather than react, to our own trauma and that of other traumatised persons. Lastly, we explored ways of healing that were indigenous to the cultural context young people were in, and therefore easily accessible to and understood by them.

The tools we identified for healing were immediately employed. It had been our understanding that deep and sustainable impact did not happen overnight but rather unfolded over time, taking at least a year. However, a tragedy struck the community not long after a healing workshop and the young people instantly recalled the previous dialogues and responded accordingly. They gathered around the grieving person and were able to recognise and name the trauma that was inflicted on that person, and then respond appropriately. They reminded the individual of the tools acquired for transmuting trauma – dance and movement therapy, outdoor reflection and play, arts and journalling – to guide and assist them. Whereas in the past they may have distanced themselves from the grieving individual and suggested the person cope using methods that may have brought more harm, they chose to ‘put on their trauma glasses’ and offer a trauma-informed kind of support.

Whereas in the past they may have distanced themselves from the grieving individual and suggested the person cope using methods that may have brought more harm, they chose to ‘put on their trauma glasses’ and offer a trauma-informed kind of support.



In the course of 2022, the Inclusive Economies (IE) project continued its exploration of the linkages between human development and peacebuilding. Given the substantial overlap between the content of the IE project's work and that of the Countering Violent Extremism (CVE) project within the Peacebuilding Interventions Programme, the project leaders of the respective projects made a concerted effort in aligning the outputs of the two projects. Not only did this approach succeed in presenting a more comprehensive picture of subject areas of these projects, but it also managed to harness the human and financial resources at their disposal with efficiency. As such, this collaboration provided an example of good practice that could be emulated across the Institute, where and if required.

In terms of written analytical output, the IE project produced a series of four large country studies under the broad thematic theme of Human Development as a Pathway to Transformed and Peaceful Societies, which provided an extensive overview of the intersection between peacebuilding and human development within three unique country contexts. The first of these related to the Kenyan context and concentrated on the nexus of ethnic tensions, urban

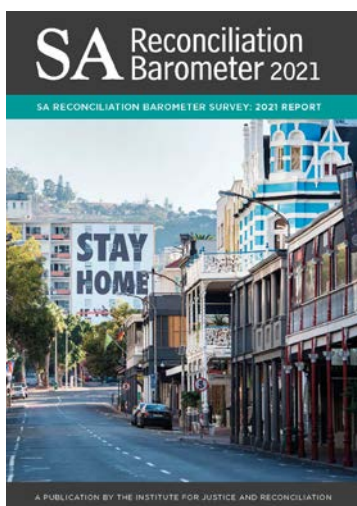
violence, violent extremism and the impact that Covid-19 has had on those in Kenyan society who live on the fringes of economic inclusion. The second publication focused on the conflicts arising from the contestation for scarce resources in Nigeria, with an emphasis on pastoral conflicts. The third dealt with the fragile economic context of Zimbabwe and how it is being reinforced by poor and inconsistent political governance. The paper pays particular attention to illegal artisanal mining as a survivalist practice, which undermines efforts to strengthen the rule of law, but also serves as a source of conflict amongst desperate miners who compete for limited resources under conditions of extreme scarcity. The final publication in the series engaged with South Africa's deferred economic transformation over close to three decades. It contends that the internal factionalism of the dominant ruling party, the African National Congress (ANC), has given rise to a lack of policy continuity and, inevitably, poor implementation. The ANC's dominance of political life has, furthermore, contributed to a blurring of the lines that separate the ruling party from the state. As a result, poor oversight and accountability have created an enabling environment for corruption and maladministration, resulting in the erosion and destruction of critical economic infrastructure.

The cumulative effect of this has been heightened polarisation against the backdrop of economic marginalisation.

As indicated, the project also benefitted from fruitful research collaboration with the Countering Violent Extremism project. Two publications emanated from this research. The first, *Building Youth Resilience to Extremism in Mozambique*, focused on the precarious developmental conditions under which young people live in Mozambique's

Cabo Delgado province and was a joint publication by the IJR and the Centro para Democracia e Desenvolvimento (CDD). The second publication, titled *Security and Instability: Transforming Societies to Equitable Distribution Mechanisms*, was presented at the Belgrade Security Forum in October and drew on reflections on the topic from the vantage points of the Inclusive Economies and Countering Violent Extremism projects.

SOUTH AFRICAN RECONCILIATION BAROMETER



On 15 December 2022, the South African Reconciliation Barometer (SARB) project launched its Round 17 Survey Report. This report paid particular attention to the horizontal dimension of social cohesion, namely trust between citizens and the institutions of the state. Following the conclusion of the public hearings of the Zondo Commission into Allegations of State Capture and the damning evidence of malfeasance of public institutions presented before, the project deemed it necessary to shine a light on the extent to which this has affected public trust in the state. Since its inception, the project has argued that the state has a pivotal role to play in uniting a society that otherwise remains deeply divided. It is, however, not fully able to play this leadership role if it is viewed as morally compromised. The SARB findings did indeed point to a continued decline in public trust in key institutions such as national government, provincial government, local government and the national Parliament. Quite worryingly, there have also been declines in confidence in the judiciary and key Chapter 9 institutions, such as the Public Protector. The only institutions that received more than a 50% approval rating were the media and the National Department of Health.

The thrust of the SARB's activities in 2022 was directed at dissemination and the creation of awareness of the SARB data as an authoritative public opinion resource for those operating in the public policy sphere, and particularly so for those interested in the nexus between reconciliation, social cohesion and the political economy. In the course of the year, insights from the SARB constituted a primary resource for our briefings to government departments, civil society organisations, religious institutions and business entities.

In 2022, the project continued to provide technical expertise to the Sri Lanka Barometer Project, a Sri Lankan public opinion survey initiative inspired by the SARB. Funded by the GIZ through its Strengthening Social Cohesion and Peace in Sri Lanka (SCOPE) Programme, the IJR has been collaborating with SCOPE and its predecessor, the Strengthening Reconciliation Processes in Sri Lanka (SRP) Programme, in the development of a credible public opinion measurement tool with the ability to shift public opinion discourse on post-conflict reconciliation in Sri Lanka. Since 2020, this collaboration has formed part of a broader consortium approach between SCOPE, the IJR and the Centre for Poverty Analysis (CEPA) to strengthen the rigour of the

measurement tool, but also to popularise its use in the public, private and civil society sectors in Sri Lanka. To date, two national surveys have been completed and in October 2022 a smaller-scale national telephonic survey was completed to measure the impact that the country's economic implosion in the course of 2022 has had on public sentiment towards social cohesion and reconciliation. The findings of this survey were released in early December 2022. As a result of the IJR's fruitful collaboration with the GIZ on this endeavour, it has been invited by the latter to submit a two-year grant proposal for further collaboration in the provision of technical support and capacity transfer. This proposal was submitted in mid-October.

AFROBAROMETER



Afrobarometer is a pan-African non-profit company that conducts non-partisan public attitude surveys on democracy, governance, the economy and society. It is widely regarded as Africa's public opinion source of record on these areas.

It operates on the basis of a network structure, whereby three regional core partners oversee the implementation of surveys by national partners in their respective regions. The IJR is Afrobarometer's regional core partner for Southern Africa and takes responsibility for the implementation of its surveys in South Africa, Namibia, Botswana, Mozambique, Lesotho, Zimbabwe, Eswatini, Mauritius and Angola. In addition to the survey fieldwork oversight, it also supervises the communication of all Afrobarometer-related results in Southern Africa.

By the end of the third quarter, 2022, Afrobarometer Southern Africa had overseen the preparation and completion of fieldworker training and data collection in seven countries in the Southern African region, including Namibia, Angola, Lesotho and Mauritius, Zimbabwe,

Botswana and Eswatini. Most notably in this quarter, the IJR oversaw the successful concurrent implementation of the Round 9 face-to-face and RDD telephone survey in Botswana. This milestone was a first for Afrobarometer and the IJR. Our national partners in Botswana are now undertaking post-fieldwork reports and executing their proposed dissemination plan.

The Eswatini Round 9 survey was planned for April, but training had to be stopped midway due to issues raised by the country's Central Statistics Office (CSO). Fortunately, this matter was resolved after many consultations with members of Afrobarometer, the national partner and the CSO.

At the time of writing, in November 2022, Round 9 fieldwork in Mozambique had commenced, following fieldworker training that was conducted in Maputo and Nampula. Our biggest endeavour for our Southern African Core Partner work will, however, be the implementation of the Round 9 survey in South Africa, scheduled to commence by 21 November and to be completed by 15 December. This will be the



first time that the survey fieldwork will be conducted by the IJR team and not sourced out to a service provider. This approach was taken because of cost efficiencies for the broader Afrobarometer network, but we believe that the IJR can also benefit from this exercise in terms of internal capacity-building and the longer-term prospects that this will have for the Institute's revenue generation capacity. At the time of writing, preparations for data collection were at an advanced stage.

In terms of dissemination, Namibia, Zimbabwe and Lesotho have completed disseminations for Round 9 and have completed all their contractual deliverables. The IJR has successfully closed off all Round 9 responsibilities for these three countries. The communications team were also working with the relevant national partners to ensure completion of all disseminations by our national partners

in Angola, Mauritius and Botswana commence timeously in quarter four.

In addition to our implementation work, our Afrobarometer project team has also overseen and contributed to a host of publications related to our work in the Southern African region. At the time of writing, 16 publications had been released. All publications can be viewed on the Afrobarometer website. In total, all Southern African national partners, including South Africa, have made 24 high-level presentations. In South Africa, these have included presentations to the National Treasury, the Independent Electoral Commission, the Pan-African Parliament, the African Peer Review Mechanism (APRM) and the NEPAD secretariat. The content of our publications and presentations was also widely distributed within the media.



ADDITIONAL WORK – INNOVATIONS

THE DATA FOR GOVERNANCE ALLIANCE PROJECT



OUTCOME 1

Systems and policies enable the realisation of inclusive, democratic and fair societies.

OUTPUT 1.1

Production of knowledge that deepens our understanding of and provides evidence-based knowledge of justice, reconciliation and peacebuilding.

OUTPUT 1.2

Dissemination of research and analysis (through briefings, roundtable discussions, lectures, workshops, conferences, webinars, social media platforms, etc.).

INDICATORS: 1C:

Number of meetings in which research is disseminated.



The African Data for Governance Alliance (D4GA) project is a joint consortium initiative, funded by the EU, between Afrobarometer and its core partners, as well as the Cape Town-based Laws Africa. The initiative responds to the need for continental policy engagement that is grounded in empirical fact-based research.

The AU's Agenda 2063 and its African Governance Platform (AGP) prioritise a citizen-centred approach to governance. But achievement of this goal is hampered by citizens' lack of awareness and information about this Agenda, CSOs lack of access to data on citizen support for the Agenda and difficulty in tracking implementation of the Agenda.

The overall objective of the D4GA project is therefore to strengthen implementation of the AGP democracy, governance and human rights agenda by promoting data collection, collation and access; building continental CSO capacity in data-based advocacy; and supporting collaboration and cooperation between African citizens and CSOs on the one hand, and AGP member institutions on the other. The IJR has taken the lead in canvassing for the project in Southern Africa and convening Southern African stakeholders.

In the course of 2022, the D4GA project members attended several events across the continent to introduce its work to both regional and continental stakeholders. Amongst others, this included the third African Peer Review Mechanism (APRM) Youth Symposium, which took place in Kampala, Uganda, from 4 – 9 July 2022. During the meeting, the project

members popularised the project with APRM as well as with other CSOs present. Project members validated the APRM Toolkit on youth participation in governance and development processes. In addition, the members also attended the Economic, Social and Cultural Council's (ECOSOCC) Citizens Forum on unconstitutional changes of government in Africa, which was hosted in Lusaka, Zambia. During the forum, the project members presented findings on the role of citizen polling in building democratic resilience. In October, the D4GA project officer also presented the work of the consortium at the UN Department of Economic and Social Affairs–APRM regional workshop on Committee of Experts of Public Administration (CEPA) principles in Cape Town, to explore greater alignment between the work of the consortium and the APRM.

Among its most significant training outputs has been the three regional training events where participants from civil society and continental bodies attended week-long trainings on the use of Afrobarometer data for improved citizen engagement. In Southern Africa, it took the lead in hosting the training event in Cape Town, drawing in the expertise of several IJR colleagues. As a consortium partner, it also played an instrumental role in the organisation of the West African event in Accra, together with the Centre for Democratic Development (CDD), and the East African event in Nairobi, together with the Institute for Development Studies (IDS). Not only did these events facilitate the sharing of key skills, but they also served as a platform for peer learning and engagement.

WOMEN, PEACE AND SECURITY



The South African government remains resolute in its quest to reduce the multidimensional sources of insecurity facing society. South Africa therefore adopted its National Action Plan (NAP) on Women, Peace and Security (WPS) in August 2020 and launched it in March 2021. The NAP provides a framework for creating greater peace and security for

women in all their diversity in South Africa and is part of implementing the international WPS Agenda. The mission of the NAP is to create a safer, peaceful South Africa, Africa and world for women, girls and gender non-conforming persons; enable meaningful participation of women in peace processes; and prioritise their needs and experiences and



“ *The activities centred around making a user-friendly version of the NAP and publishing and disseminating it in five local languages.* ”

agency in all conflict and non-conflict contexts. The IJR has been instrumental in the popularisation and implementation of the NAP.

The IJR has engaged in a number of activities to implement the NAP, in partnership with South African Women in Dialogue (SAWID), Human Rights for South Africa (HURISA), Lady of Peace Community Foundation (LOPECO), the FHR and Access Chapter 2, and working with the Department of International Relations and Co-operation (DIRCO), the Department of Defence and the Department of Women, Youth and Vulnerable Persons. The activities centred around making a user-friendly version of the NAP and publishing and disseminating it in five local languages. Public engagements on the NAP were held, one at DIRCO in support of women in conflict and one at Constitutional Hill, where civil society attended and an intergenerational dialogue ensued. The project held training on the NAP in all nine provinces of South Africa and, in addition, there were trainings on conflict prevention, mediation and peacebuilding in Pretoria, Durban

and Namibia. Dialogues were held on key topics such as the impact of the unrest in KwaZulu-Natal and Gauteng, Marikana, gangsterism, MHPSS, and on violence and migration. The latter brought together migrant women and South African women to hear each other's experiences on the issue. The project was funded by Ireland, The Netherlands and UN Women.

On 20 September 2022, the IJR and its partners hosted an orientation session/training on the South African NAP on WPS with parliamentarians. The need for more training of parliamentarians and government officials on key conflict management frameworks became evident while undertaking this training.

On 3 October 2022, the IJR and its partners, in collaboration with the University of Pretoria, hosted a National Dialogue on Migration and Violence in Pretoria, South Africa. The dialogue brought together about 80 people, including migrants and community leaders, to engage in a courageous

conversation on issues surrounding migration and violence in the country. The dialogue was a success and generated a huge debate among the attendees. One recommendation was for an integrated migration management approach in South Africa.

In order to assess the progress of the South African government in the implementation of the NAP and to inform its own implementation actions, the IJR developed a baseline study from 2020 to 2022 using mixed-methods (qualitative and quantitative) research that relied on desktop research and semi-structured interviews as data

collection methods. At the same time, in collaboration with its partners, the IJR gave awards to young women between the ages of 18 and 35 who were involved in peacebuilding in South Africa as a way of honouring them, recognising their efforts and encouraging them to continue their good work.

The IJR and its partners also developed a draft Peace Charter, which outlines a national pledge to promote peace in the country. Through the implementation of some of the above activities, the IJR has been strengthening the conflict-management and peacebuilding capacity of communities and civil society.





OUTCOME 3

Participants are motivated to practise democracy, fairness, inclusivity and peace.

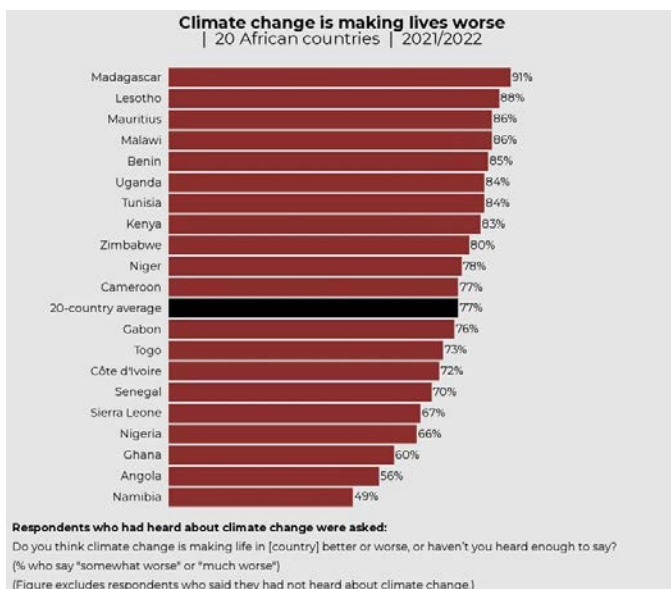
OUTPUT 3.1

Training and capacity-building workshops for communities and governmental actors.

Context

The issue of climate change and the just energy transition (JET) cannot be separated. We need an energy transition to resolve the climate crisis. Climate change is a disaster caused by humanity and therefore human beings need to find a solution for it. In the absence of technology that can reduce CO₂ emissions to zero, the solution to climate change is the full reduction of emissions by making the transition from fossil fuels to renewable energy sources (solar, wind, and batteries for electrical vehicles). Under the Paris Agreement, the world has agreed that coal-burning needs to reach zero by 2050, and gas and oil extraction need to be abandoned if we are to reach the goal of limiting average global warming to 1.5° Celsius (2.7° Fahrenheit). Vulnerable communities

are most affected by the adverse effects of climate change, such as shortage of potable water, droughts and floods. In the second quarter of 2022, South Africa's KwaZulu-Natal (KZN) province experienced unprecedented floods. Homes, roads, bridges and businesses were washed away and, according to provincial leadership, damages to public infrastructure alone amounted to an estimated R25 billion. In recent years, South Africa has also seen an increase in wildfires and severe droughts across several provinces. In 2018, Cape Town, one of South Africa's largest metropolises and economic hubs, experienced a severe drought which turned its dams and reservoirs into 'dustbowls'.



Source: Afrobarometer

Opportunity for the IJR

According to our Afrobarometer survey in 2019, fewer than three in ten Africans are ‘climate change literate’ in the sense that they have heard of climate change, associate it with negative changes in weather patterns and know that human activity is a major cause. In South Africa, fewer than half (41%) of citizens have heard of climate change. Afrobarometer further shows that groups that are less familiar with the concept of climate change include rural

residents, women, the poor and the less educated, as well as people who work in agriculture.

The IJR will continue to explore the linkages between climate change and peacebuilding, sustained dialogues and policy and research. We will continue to engage with funders and other stakeholders so that our interventions in this space are aligned with the overall JET approach to these issues.

Fewer than three in ten Africans are “climate change literate” in the sense that they have heard of climate change.



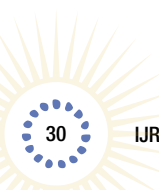
KNOWLEDGE AND INFORMATION SHARING (COMMUNICATIONS)

Over the past year, the core focus of the IJR communications desk has been on ensuring that the work of the Institute is shared with stakeholders in South Africa and on the African continent. Both local and international media have the potential to reach those with influence and power and it is against this backdrop that this was prioritised and actioned for 2022.

Setting the tone for the year, the Africa Portal, which is a project of the South African Institute of International Affairs (SAIIA), invited two IJR researchers, Amanda Lucey and Jaynisha Patel, to write a piece on youth perspectives on Mozambique's insurgency, asking the question: Is inclusive governance the key to stopping it? Media outlets on the continent such as *News Day Weekender* in Zimbabwe and *Aljazeera* Nigeria published this important body of work by the IJR. The German magazine *Welt-Sichten* – a monthly magazine dealing with global politics, economy, North–

South relations and human rights – reached out to the IJR communications desk and invited the organisation to feature one of our female researchers for women's month in August. EFE News (Agencia EFE), the leading Spanish-language news agency, also requested an IJR expert to comment on the topic of Columbia setting up a TRC, and Jan Hofmeyr (Head of Research and Policy) joined the 30-minute interview. These are but a few of the countries outside South Africa that were reached in the period, besides the rich media coverage locally.




Throughout the year, the weekly Africa Report continued to be a valuable space for Webster Zambara to share views on news happenings in and around the continent. When we zoom in on the impact of all our radio and TV interviews, opinion pieces, mentions and press releases, we get a better understanding and appreciation of the value that this gives to the IJR, its stakeholders and all who support our work.





SUMMARY OF SOCIAL MEDIA STATISTICS

As we move into 2023, being clear about our communication and reaching new audiences continues to top our strategy.

PLATFORM		2021	2022	% ↗
	 LINKEDIN	3 454	5 479	58.6
	 FACEBOOK	7 407	8 203	10.7
	 TWITTER	5 699	6 144	7.8
	 YOUTUBE	459	606	32.0



MEDIA ALERTS ----- 130

ADVERTISING VALUE --- R4.5m





FINANCIAL OVERVIEW

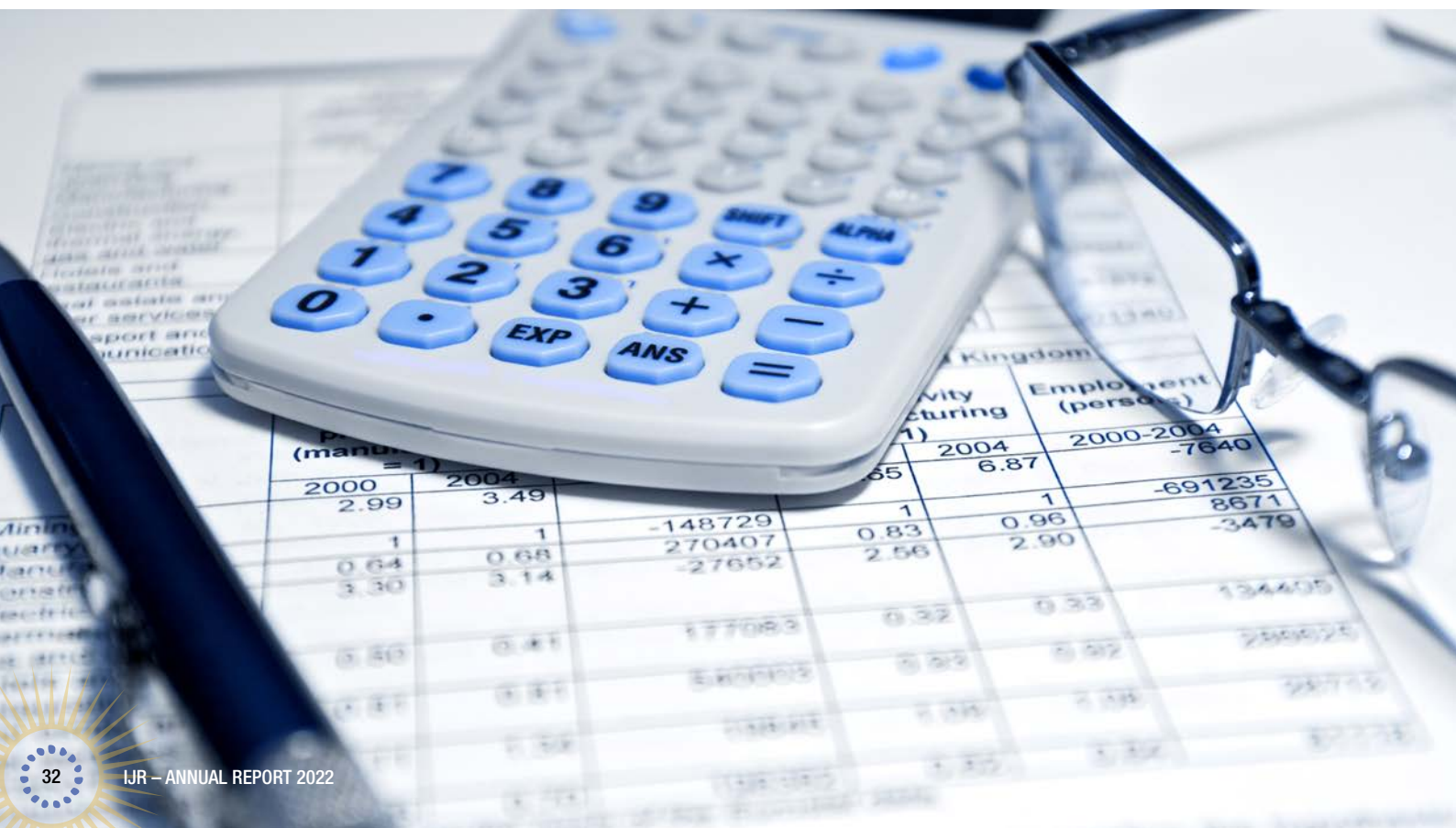


The Institute continues to maintain a financial system that demonstrates good financial stewardship as evidenced by the unbroken record of unqualified audits.



The Institute continues to maintain a financial system that demonstrates good financial stewardship as evidenced by the unbroken record of unqualified audits. To maintain the high level of integrity of financial stewardship, all processes and procedures are checked to ensure compliance with the IJR's financial manual as well as statutory requirements. These are regularly reviewed and discussed with auditors and independent financial management consultants to ensure that the IJR keeps abreast of any new legislative developments.

From June 2022 to the end of the year, a consultant was engaged to review processes and procedures within the operations unit to optimise and improve efficiencies. With the fast-paced environment we are in, producing financial information as close to real time as possible is crucial. To this end, the review is looking into the adequacy of the current accounting software and taking any necessary measures to improve the system. Other areas under review include the organisational overhead recovery, budgeting, risk management and reviewing the adequacy of the delegation of authority levels.





FUNDRAISING AND BUSINESS DEVELOPMENT



FUNDRAISING

It is evident that the funding landscape has changed and continues to change as unforeseen global events unfold. This puts the IJR at high risk as it is presently highly dependent on institutional funders. The assumption that the IJR can attract sufficient funding through its traditional funding approaches is no longer feasible. Long-term core funding opportunities are becoming scarcer, and we have begun to focus more on project funding opportunities, such as those brought about by climate change and the just energy transition. Herein lie a wealth of opportunities to realign the IJR offering in

peacebuilding, sustained dialogues and research and policy to address this global crisis. We have already begun to receive positive responses to this new approach (see section on climate change and the just energy transition). This has led to more strategic long-term partnership funding proposal writing that integrates climate change and the just energy transition, as well as the monitoring, evaluation and learning system in project funding proposals. The emphasis on outcomes and impact has increasingly become part of the way concept notes and proposals are drafted.



BUSINESS DEVELOPMENT

During 2022, the Business Development (BD) unit at the IJR was able to set up systems and processes that enabled the team to deliver BD more effectively and efficiently. We also set up a consultant roster, which enabled the IJR to establish a database of affiliated consultants to contact should the need arise for additional capacity for any BD project.

The IJR continued to retain clients from various sectors of society, including corporate, higher education, NGOs, schools, government institutions, foundations and agencies. In South Africa, the IJR's focus of BD was on training and capacity building, particularly on topics of diversity and

inclusion but also some technical skills such as research methodology.

The IJR attracted the attention of multilateral and technical development cooperation agencies. It positioned itself as an expert through its work on preventing violent extremism (PVE), women, peace and security, and the experience of measuring progress in peace and cohesion based on the South African Reconciliation Barometer. Due to the Ukraine war and other geopolitical developments, we had a period of approximately two months when very few opportunities were available to apply for.



HUMAN RESOURCE MANAGEMENT



STAFFING AND APPOINTMENTS

The staff complement of the IJR is determined by means of a Human Resources Plan, which is developed through strategic planning processes and approved by the IJR board at the end of each year. In 2022, four new staff members joined us.

The IJR believes that it is important to offer opportunities to young people and therefore has an extensive paid internship and unpaid volunteer programme in support of the programme work of different units. In 2022, we had three paid interns join us.



EMPLOYMENT EQUITY

Since the integration of the Afrobarometer project and due to the growth of the IJR's budget, the Institute has become a designated employer and for the first time in 2015 embarked on reporting to the Department of Labour

(DoL) in terms of employment equity (EE) statistics. The IJR received clearance by the DoL that it is fully compliant with EE. In November 2022, the IJR submitted the new EE report for 2022–2023



HUMAN RESOURCES POLICY

At the IJR we pride ourselves of offering effective and professional services at all times, as a monitoring mechanism and to remain on par in the ever-changing world of statutory labour laws. For 2022, the IJR HR department embarked on a benchmarking exercise with five

other organisations, to compare all of our HR processes and policies. This comparison has ensured that HR practices within the IJR remain marketable. Our HR policy is introduced to all new staff members at the IJR through our induction process.



STAFF RETENTION

Staff retention at the IJR has always been high. Our budget makes provision for staff development and capacity. This ensures that our staff are skilled continuously in the area of their work. Staff wellness is a major focus of the HR division, with a special focus on mental health. In August 2021, the IJR partnered with the Independent Counselling

and Advisory Services (ICAS) to ensure that staff and their family members who need debriefing sessions are given that opportunity 24/7. One of our major goals for 2023 is to focus more on mentorship and organisational governance so that our staff are given more opportunities to grow within the IJR.

OFFICE OF THE
EXECUTIVE DIRECTOR



Prof. Cheryl Hendricks
Executive Director



Simone Naidoo
Executive Assistant

SUSTAINED DIALOGUES



Felicity Harrison
Head of Department



Katlego Sepotokele
Senior Project Leader
(Contract ended December 2022)



Nosindiso Mtimkulu
Senior Project Leader



Danielle Hoffmeester
Project Leader



Jodi Williams
Project Leader



Lucretia Arendse
Project Leader

FINANCE



Renee Choto
Head of Finance



Lameez Klein
Senior Accountant



Nawaal Essop
Accountant

ALSO NOTED: *Finance Intern*: Rushana Adams (Feb–Dec 2022)
Communications Intern: Rebaona Modutwane (June–Dec 2022)
Peacebuilding Interventions Administrator: Tebogo Mosepele (Sept 2022–Feb 2023)

PEACEBUILDING INTERVENTIONS



Prof. Tim Murithi
Head of Department



Dr Webster Zambara
Senior Project Leader



Amanda Lucey
Senior Project Leader



Patrick Hajayandi
Senior Project Leader



Friederike Bubenzer
Senior Project Leader
(Resigned March 2022)



Anthea Flink
Project Leader



Kenneth Lukuko
Senior Project Leader

COMMUNICATIONS, FUND AND BUSINESS DEVELOPMENT



Dr Ric Amansure
Head of Department



Juzaida Swain
Senior Project Leader, Fundraising
(Resigned April 2022)



Samantha Kambule
Senior Project Leader,
Communications



Mathuto Mashego
Project Leader



Sibonelo Mavuso
Intern (Resigned April 2022)

RESEARCH & POLICY



Jan Hofmeyr
Head of Department



Sibusiso Nkomo
Senior Project Leader



Dominique Drying
*Senior Project Leader
(Resigned March 2022)*



Shannon van Wyk
*AB: Digital Portfolio
Manager*



Asafika Mpako
Project Leader



Preston Govindasamy
Project Leader



Stephen Ndoma
Project Leader



Nyasha McBride Mpani
*Project Officer
(Apr-Dec 2022)*



Jaynisha Patel
*Project Leader
(Resigned September 2022)*



Mikhail Moosa
*Project Leader
(Resigned August 2022)*

OPERATIONS



Elisha Kotze
*Head of Operations and
Human Resources*



Felicia Thomas
Office Manager



Veronique Adonis
Administrator



Laverne Jacobs
*Administrator
(Resigned July 2022)*



Pamella Vutula
Administrator



Inger Siegers
(Oct-Dec 2022)



Shireen Stafford
Receptionist



Phumeza Mrasi
Office Assistant

**INCOME STATEMENT**

for the year ended 31 December 2022

	2022	2021
	R	R
Grants and donations	38 318 648	28 835 994
Earned income	5 287 102	4 448 894
Other income	-	12 718
Total revenue	43 605 750	33 297 607
Management and administrative costs	(9 495 880)	(7 512 874)
Programme and project costs	(34 918 934)	(29 844 800)
Net operating surplus/(deficit)	(809 064)	(4 060 068)
Net investment income	484 069	392 402
Net (loss)/gain on investments	(406 619)	905 279
Gain on exchange	590 055	313 432
Net surplus/(deficit) for the year	(141 559)	(2 448 955)

STATEMENT OF FINANCIAL POSITION

as at 31 December 2022

	2022	2021
	R	R
Assets		
Non-current assets	6 113 771	8 940 522
Property, plant and equipment	536 008	501 854
Investments	5 577 763	8 438 668
Current assets	9 915 182	7 156 079
Cash and cash equivalents	9 257 216	6 774 330
Accounts receivable	657 966	381 749
Total assets	16 028 953	16 096 601
Funds and liabilities		
Funds	8 755 062	8 896 621
Current liabilities	7 273 891	7 199 980
Accounts payable	1 806 903	2 018 787
Operating lease liability	45 971	4 400
Deferred income	5 421 017	5 176 793
Total funds and liabilities	16 028 953	16 096 601



DEVELOPMENT PARTNERS

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The IJR was launched in 2000 in the wake of the public hearings of 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. In light of the central role that we played in one of the most observed transitional justice processes in recent memory, our expertise and guidance has been sought in similar transitional justice processes across the African continent. The IJR continues to work towards its broadened vision of building fair, inclusive, democratic and peaceful societies in Africa, and increasingly further abroad, by designing relevant and carefully crafted interventions that combine research, dialogue, capacity-building, advocacy, policy advice and implementation support. We pursue this vision at the global, continental, regional and national levels.

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