



HIGHLIGHTS 2015

SOUTH AFRICAN INSTITUTE OF INTERNATIONAL AFFAIRS



Global insights

HIGHLIGHTS
2015

African perspectives

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MESSAGE FROM THE NATIONAL CHAIRMAN • FRED PHASWANA

*'Societies with active, dynamic and productive
research institutions are the better for it.'*



This year, 2016, marks 20 years since the adoption of the post-apartheid, democratic constitution by the South African parliament. Its adoption was ushered in by a rousing speech by then deputy president Thabo Mbeki. His speech had an ecumenical message. It embraced all the peoples of South Africa

in its moving definition of 'I am an African', and equally reminded us of our common humanity and the better angels of our nature that moved us to overcome human foibles and rise to construct a constitution that recognized the individual dignity of all human beings.

Of course the constitution could not by its simple adoption eradicate 300 years of oppression of our fellow men and women. No less could it wipe out poverty and societal injustices overnight. But it did lay the foundation of a new democratic state, based on the rule of law, where the dignity of the individual is respected, where arbitrary decisions are no more, and where a path can be carved to create citizens with self-esteem, and respect for others and their differences. After all, our motto !ke e: /xarra //ke means 'diverse people unite'.

How far we have come since then! In many ways we can be proud of our achievements, both domestically and through our active international engagement. But our more recent efforts have been characterized by complacency, discordance and even arrogance.

Corruption and elite capture of the state have seeped into the body politic. Institutional actions to hold actors accountable are berated and belittled for revealing a hidden political, racist, factionalist agenda, rather than asserting constitutionalism. Chronic unemployment and an education sector still mired in mediocrity condemn our youth to a life of no tomorrow. Racism, already simmering under the surface, becomes the easy vent; demagoguery, the refuge of the rash; and xenophobia, the language of the marginalized. This is what the public conversation has descended to.

We have entered the winter of our discontent. Our president conceded at the State of the Nation address on 11 February that South Africa was unlikely to realize the growth target of 5% by 2018. Our growth in 2016 is projected to be less than 1%, while citizens take to the streets regularly to protest against poor public service delivery and the use of public funding for personal enrichment at all levels of government. Without a doubt, the #FeesMustFall campaign last year, itself a consequence of difficult economic times, does not only attest to legitimate demands for affordable higher education for our youth, but also lays bare the absence of social cohesion and the disconnect between governors and the governed.

The constitutional compact of the last 20 years seems dull and rudderless today. We are responding to our baser instincts. We ignore at our peril that the 'dignity of the individual cannot be separated from one's material well-being'. But equally, sustainable

solutions to this problem do not lie in populist initiatives, which earn votes today but condemn us to penury later. Unfortunately, the path we have travelled in the recent past provides fertile ground for the rise of populism. True leadership lies in making the hard calls (especially during an election year), not deferring to interminable commissions or resorting to populism that divides society rather than uniting it.

This domestic political and economic turmoil also undermines South Africa's leadership voice in Africa and on the world stage. South Africa's historical bridge building role is more necessary now than ever in a world defined increasingly by disorder. So too is the normative leadership that it displayed in the early years of our constitutional democracy. But we are found lacking and we have lost the moral high ground, a point made by the National Development Plan, much as we hate to admit it. The position that we are adopting on the International Criminal Court erodes years of progress on the very real political challenges of our time – reducing the impunity of leaders.

Across the world examples abound of the consequences of leaders' impunity. Since 2011, the Levant, once a source of economic dynamism and religious tolerance, is disfigured by untold violence. From neighbouring Turkey to the fairly insulated doors of the European Union, the effects of that conflict are palpable in refugee and illegal migration flows, including the export of ghastly terrorism – of the sort that we witnessed at the Bataclan in Paris in November last year. The solidarity with which refugees were received several months ago, has quickly morphed into hostility, hardening in some instances domestic anti-immigrant rhetoric and xenophobia in the receiving states.

Africa has not been immune to this form of violent religious extremism, with the 'soldiers of Allah', Al Shabab, Boko Haram and Al Qaeda in the Islamic Maghreb having pledged allegiance to the violence of the Islamic State in Syria (ISIS) or Al Qaeda. Their mode of terror and violence has led to the death and displacement of tens of thousands of civilians in West, Central and East Africa. Moreover, various African countries – South Sudan, Somalia, Burundi and the Central African Republic – continue struggling to extract themselves from older forms of conflict and perpetual crisis.

In 2016, these dark events for which there are no easy solutions in the multilateral frameworks of the United Nations or the African Union, mark an unhealthy 'new normal'.

What is more, this 'new normal' is worsened by the bleak outlook of the global economy. While no continent seems better off overall, the end of the commodity price super-cycle on the back of the slowdown of the Chinese dragon is putting Africa, the least developed continent, in an unenviable position. Overall Africa is still growing (by 3.7% in 2015), according to the World Bank, but key countries are experiencing significant slowdowns, rising fiscal deficits and debt levels, and currency declines. In an environment of persistent inequality and deteriorating productivity, Africa's youth bulge, and poor fiscal space for public spending, the path to sustainable development rings hollow. In the good years there was only limited structural economic transformation. Now bleak economic prospects accentuate the difficulty of such transformation.

In light of this emerging picture, 2016 is a turning point for South Africa and Africa. It is the moment of a 'new normal' characterised

by crisis. But this crisis is also a moment of great opportunity and adaptation.

The country calls out for leadership that rises above factionalism, that recommits to our founding document and that takes quick and appropriate action in the government, state-owned enterprises and in our other public institutions to show that we are abandoning the rut of complacency. It needs a unifying narrative leading from the top. Only in this way can we reclaim the confidence of our citizenry and the international community, and our integrity in our international engagements.

We have good achievements to showcase where the private and public sectors join hands such as in the Renewable Energy Independent Power Producer Programme (REI4P), where within 5 years, the country has procured more than 6 000 MW of renewable energy, facilitated more than R168 billion in infrastructure spend, created more than 100,000 jobs, contributed to a reduction of 4.4-million tonnes of carbon dioxide emissions, while also spurring development of local industries. Furthermore, the release of the report of the presidential review commission on the reform of state-owned enterprises announced recently is a first step in this path of business unusual.

Likewise at the global level, in September last year, world leaders at the United Nations General Assembly Summit adopted the Sustainable Development Goals. A few months later, on December 14, world leaders adopted after days of protracted negotiations

the Paris Agreement on Climate Change. These two landmark agreements are a candid reminder of what is possible when humanity working through multilateral forums summons the will to solve some of the most pressing challenges of our time. It is possible for this moment to be transformative if and when governments, the private sector and civil society co-operate in the best interests of the most vulnerable sections of the population. It is possible if and when the African Union, Regional Economic Communities and African governments recommit to the high ideals, values and norms in which they ought to be anchored. These are good governance, democracy and human rights.

Without doubt, as an institute adapting to a state of flux in these uncharted waters, I am glad to re-emphasise that our work cuts across the ideals, norms and values of good governance, human rights and democracy. It is why we exist. In fulfilling our mission, our work should agitate for international and domestic policy processes and propositions that take into account the pressing issues of our times – climate change, infrastructure, inclusive societies, poverty eradication, food security, global health, international security and sustainable economic development. But more than ever we are reminded that this task starts at home.

As a valuable resource for our members, policy-makers, the media, corporate leaders, students in South Africa and beyond, our work and intellectual agenda should strive to be cutting-edge, impartial and ready to challenge and inform policy choices and practice.

Address to the SAIIA National Council, February 2016

WHO WE ARE

MESSAGE FROM THE CHIEF EXECUTIVE, ELIZABETH SIDIROPOULOS



The South African Institute of International Affairs (SAIIA) is South Africa's premier research institute on international issues. As an independent, not-for-profit think tank, we have a long and proud history of providing thought leadership in Africa. We are both a centre for research excellence and a home for stimulating public debate.

SAIIA provides local and regional decision-makers with independent, evidence-based options for Africa's development. We co-ordinate thematic research networks in the region and co-operate with institutions across the world. We are an effective convening platform that brings together government officials, business leaders and civil society to debate regional and international issues affecting Africa.

Our constitution enjoins us to 'provide incisive analysis and promote balanced dialogue on issues critical to Africa's advancement and its engagement in a dynamic global context'. Furthermore, the constitution stipulates that the Institute may not take any party political stance on any matter.

The Institute has had a long history of engaging with the private sector in South Africa and empowering the youth of the country to participate in debates on international relations through the Youth@SAIIA programme, while nurturing research excellence through fellowships and collaborative exchanges.

It is governed by a national council whose members are drawn from civil society, the private sector and branch members around the country.

SAIIA PEOPLE

CHIEF EXECUTIVE'S OFFICE

Elizabeth Sidiropoulos
Rosemary Vingerling

DIRECTOR OF BUSINESS OPERATIONS

Karen Jordaan

FINANCE, ADMINISTRATION AND HR

Lusanda Maliwa
Maureen Modimo
Bhekiwe Khumalo
Nicole Ramjee
Supriya Kalidas
Theo Goliath
Michelle Kieser
Sarah Tshabalala

STRATEGIC DISSEMINATION

Sarasa Ananmalay
Alexandra Begg
Riona Judge McCormack

Nondumiso Nqunqa
Hopewell Radebe
Jonathan Stead
Mirie van Rooyen

LIBRARY & AFRICA PORTAL

Renette Collins
Shingirirai Muzondo
Minnie Viljoen

YOUTH@SAIIA

Desiree Kosciulek
Janet Kachinga

RESEARCHERS

Chris Alden
Aditi Lalbahadur
Ola Bello (CT office)
Alex Benkenstein (CT)
Talitha Bertelsmann-Scott (CT)
Neissan Besharati
Romy Chevallier (CT)
Romain Dittgen

Peter Draper
Memory Dube
Steven Gruzd
Tjiurimo Hengari
Ross Harvey (CT)
Agathe Maupin
Cyril Prinsloo
Erica Penfold
Mark Schoeman
Yarik Turianskyi
Lesley Wentworth
Christopher Wood
Yu-Hsuan Wu

RESEARCH SUPPORT

Rudolf du Plessis
Jinel Fourie
Canelle Friis
Sydney Letsholo
Lala Nongalaza (CT)

RESEARCH DIRECTOR'S OFFICE

Neuma Grobbelaar
Khetiwe Mude
Goodwill Kachingwe

INTERNS & VISITING RESEARCHERS

Vincent Bagliet
Ornella Garelli Rios
Azwimpheleli Langelanga
Chelsea Markowitz
Tsidi Moliwa
Buisiphio Siyobi (CT)
Fortunate Phindile Xaba

SOUTH AFRICAN JOURNAL OF INTERNATIONAL AFFAIRS

Martha Bridgman (Academic Editor)

FACES OF SAIIA





WHAT WE DO

SAIIA'S RESEARCH WORK IS CONDUCTED BY FOUR RESEARCH PROGRAMMES
Economic Diplomacy • Foreign Policy • Governance and the APRM • Resource Governance

Our research outputs are the result of in-depth fieldwork and comparative case studies. To ensure that policy advice is evidence based, robust, forward looking and relevant, our research involves the perspectives of government and non-government stakeholders and the private sector.

GOVERNANCE



GOVERNANCE AND THE AFRICAN PEER REVIEW MECHANISM PROGRAMME

The work of the Governance and African Peer Review Mechanism (APRM) Programme is aimed at strengthening African governance institutions, especially the continent's innovative governance monitoring and promotion instrument (the APRM), and also works with civil society to strengthen their participation in such processes.

FUNDERS

Swiss Agency for Development and Cooperation and the African Regional Office of the Open Society Foundations (AfRO).



GOVERNANCE OF AFRICA'S RESOURCES PROGRAMME

SAIIA's resources programme aims to help Africa optimise its resource abundance through more effective local, national and regional governance frameworks and multi-stakeholder initiatives. Its focus is on mining and development; Africa's energy mix and the 'Green Economy'; and integrated governance of the commons.

FUNDERS

Norwegian Ministry of Foreign Affairs

ECONOMIC DIPLOMACY



ECONOMIC DIPLOMACY PROGRAMME

Our Economic Diplomacy Programme is premised on the view that trade and investment policies are critical components of Africa's economic development, as are the global economic governance frameworks that determine the rules of the game and where Africa is often a marginal player.

FUNDERS

British High Commission, Danish International Development Agency, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Konrad Adenauer Stiftung, The World Bank

FOREIGN POLICY



FOREIGN POLICY PROGRAMME

SAIIA's Foreign Policy programme is driven by the role that South Africa has played in the world since 1994, as an important African actor on the global stage. As such it focuses on three areas: South African foreign policy; foreign policy engagements of key African driver countries; and the engagement of significant global and emerging players in Africa.

FUNDERS

Swedish International Development Cooperation Agency, Danish International Development Agency, International Development Research Centre



SAIIA ranked in the top 100 think tanks in the world (for the last seven years)

SAIIA was ranked top think tank in Africa for:

- Foreign policy and international affairs
- Public engagement/outreach
- Media
- Networks



KEY INTERNATIONAL TRENDS

In the last couple of years we have seen significant shifts in key political, economic and socio-economic areas that directly affect stability and development in Africa, how the continent positions itself on emerging regional and global debates, and more importantly, how the world engages Africa. At least five trends can be discerned.

Violent extremism is rising in many parts of the world. Will it come to symbolise this age? Africa can counter it by accelerating development, through containing corruption, tackling leaders' impunity, and managing diversity.

Agenda 2030 has been adopted as the overarching, universal development narrative. But will all states integrate it into their national development visions and can developing states succeed to mobilise resources, both public and private?

Planetary boundaries and chronic underdevelopment will have significant consequences for African states. Greening industrialisation, developing regional value chains, and integrating more equitably into the global economy will all be factors determining the success of African economies.

The buoyancy of the 'African rising' narrative has been punctured following the slowdown in growth in China specifically, and the commodity slump. This brings governance and accountability issues in Africa back to the forefront, with the growing middle class and marginalised populations demanding greater accountability and improved livelihoods.

The rise of new African 'driver' states, such as Nigeria, Angola, Ethiopia and Kenya, and how they relate to each other and their regions, are critical for Africa's future development and political trajectory. Will they be stabilising forces in their region, economically and politically speaking, or destabilising? South Africa's credentials as a norm entrepreneur on the continent have come under increasing scrutiny as many see it retreating from its global commitment to the pursuit of human rights, and its economy is stagnating. South Africa has assumed the Chair of the Open Governance Partnership; it is the lead chair for the second half of the five-year FOCAC action plan; it is host to the upcoming 2016 CITES Summit; and it will assume the chair of the Indian Ocean Rim Association in 2017. It continues to play an important role in the G20 as Africa's only representative, and is heavily involved in the articulation of African positions on climate change, international trade and global development, through new instruments such as the BRICS New Development Bank. These are important policy processes that will prompt South Africa to reflect critically on its own leadership in working towards common positions on the African continent. It also provides several windows in the policy cycle for think tanks such as SALLA to engage in evidence-based policy advice and analysis.

A total of
559 days were
spent in the field



TOP THREE DESTINATIONS VISITED



Russia (Linked to Russia's
chairmanship of
the BRICS)
55 days

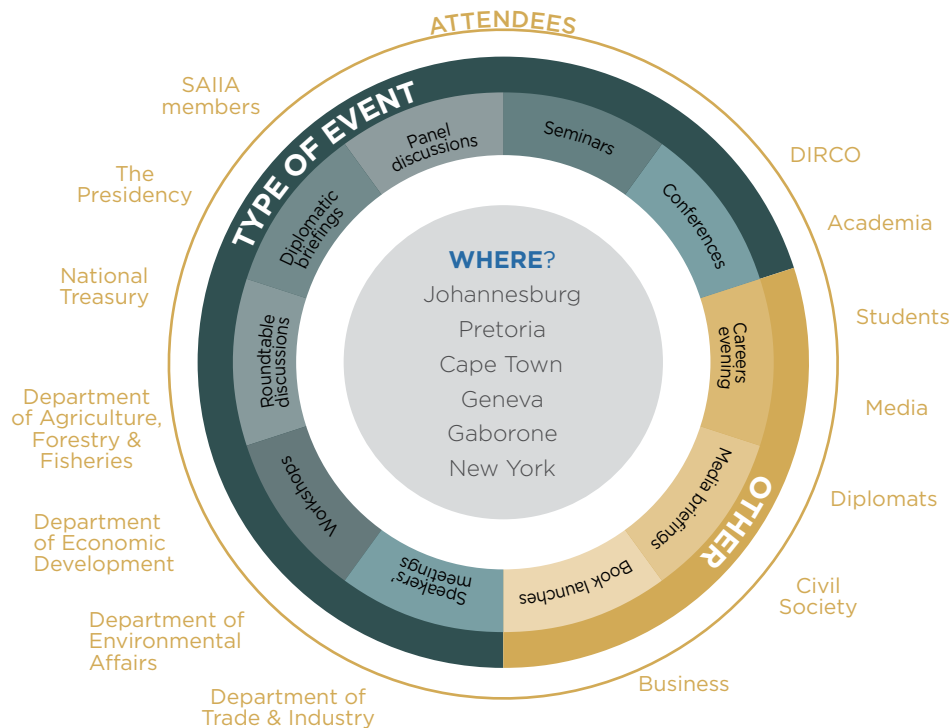


Botswana
50 days



Ethiopia
49 days

SAIIA EVENTS



SAIIA hosted 61 events between January and December 2015, more than one event per week. In addition, we held 5 media briefings, 3 closed diplomatic briefings, 2 careers evenings, and numerous seminars, workshops and conferences. Of these events, four were held abroad, in Geneva, New York and Gaborone.

GOVERNANCE



GOVERNANCE AND THE AFRICAN PEER REVIEW MECHANISM PROGRAMME

Kenyan President Uhuru Kenyatta has pledged 2016 as the year for reviving the fortunes of the APRM, which has faced leadership and funding problems. We hope that he is able to steer efforts to reinvigorate Africa's premier governance measurement and promotion tool. Better governance remains fundamental to Africa's sustainable growth and development efforts.



Steven Gruz, Programme Head

Governance and APRM work is conducted jointly with the Electoral Institute for Sustainable Democracy in Africa (EISA). The aim of the intervention strategy by the Governance and the APRM Programme (GAP) is to improve the ability of the APRM to contribute to better governance, institutions and processes in Africa. GAP is broadly acknowledged as a leading independent authority on the APRM, having worked in over 20 African countries since 2003 to help civil society organisations (CSOs), governments and researchers understand and maximise the opportunities that the APRM presents to open up a national debate on key issues in political, economic, socio-

economic and corporate governance. The importance of good governance to development is highlighted by the inclusion of Goal 16 on peace, justice and strong institutions in Agenda 2030.

President Kenyatta's pledge to revive the APRM's fortunes in 2016 followed the initial cancelling of the Extraordinary Summit to revitalise the APRM on 10-11 September 2015 in Nairobi, which was subsequently held in January 2016. During 2016 SAIIA and EISA will mobilise civil society to advocate for more political will behind the mechanism, using the hashtag **#ReviveAPRM**.



Saide Momade, APRM Mozambique National Governing Council



Gilbert Medje, APRM Benin National Governing Council



Saiia's Yarik Turianskyi speaking at the APRM Conference

RESEARCH HIGHLIGHTS

FEBRUARY

GAP hosted a first-ever workshop for members of the APRM National Governing Councils. These multi-stakeholder bodies oversee the implementation of the APRM in their countries. A total of 11 APRM countries were represented and the APRM Secretariat also participated. A workshop report and Policy Briefing *'Strengthening the African Peer Review Mechanism: Insights from National Governing Councils'* by J Kurtzer were generated from the workshop.



MAY

In a collaboration 'first', SAIIA and EISA co-hosted a stakeholder workshop with the continental APRM bodies in Gaborone. SAIIA was praised for its governance work in Africa by Dr Mustapha Mekideche, the then-incoming Head of the Panel of Eminent Persons. The workshop received significant media attention and established a foundation for further interaction between SAIIA and APRM bodies.

OCTOBER

In 2015 GAP succeeded in establishing institutional linkages between the APRM and the Pan-African Parliament (PAP). Prior to our intervention, the APRM Country Review Reports (CRRs) were not discussed by the continental legislature, although this was envisaged in the APRM's founding documents. A major milestone was achieved when four APRM CRRs were tabled at the PAP on 7 October 2015.



The GAP team and members of the Pan-African Parliament



GOVERNANCE OF AFRICA'S RESOURCES PROGRAMME

We will continue our niche work of examining the trade-offs that countries often have to make between extractive industry development benefits and the associated costs of environmental degradation. In Tanzania, for instance, we will conduct research on how mining and oil and gas can sustain the country's impressive growth record, but also how it can transition away from this dependence in the long run.



Ross Harvey, Senior Researcher

The Governance of Africa's Resources Programme (GARP) considers the role of governance in ensuring that Africans derive equitable and sustained benefits from the continent's natural resource riches. The programme also plays a critical convening role to promote engagement around resource governance by policy stakeholders, for example through the Change-Makers in African Mining Forum. The Governance of Africa's Resources Research Network remains a key

vehicle for knowledge sharing between countries and for up-scaling the research both of our programme and of our partners beyond the national level.

The selection of SAIIA as a Centre of Excellence for the AU's African Mineral Development Centre towards the end of 2014 was an important milestone in GARP's engagement on the governance of Africa's extractive industries.

RESEARCH HIGHLIGHTS

FEBRUARY

The annual 'Investing in Africa' Mining Indaba in Cape Town brings together governments, business and other stakeholders. SAIIA used this opportunity to profile the debate on 'From Acid Mine Drainage to Fracking? South Africa's Capacity for Environmental Oversight of Extractive Industries'. It focused on whether South Africa was in a position to manage the potential environmental impacts of fracking, if it were to go ahead.

Our work on illegal sand mining in South Africa generated significant interest among national and provincial governments and other policy actors. SAIIA was invited to present this research to the National Coastal Committee of South Africa's Department of Environmental Affairs (DEA).

MARCH

GARP's Blue Economy work generates much interest, specifically because of its linkages to South Africa's Operation Phakisa and more recently through Goal 14 of Agenda 2030 (life below water). Alex Benkenstein spoke on 'The ISA Mining Code and Seabed Mining within the Exclusive Economic Zones: A Governance Agenda for African Littoral States' at a SADC seminar on 'The Work of the International Seabed Authority (ISA)'. South Africa's Permanent Representative to the ISA, Mathu Joyini, later asked GARP to submit proposals for a roadmap on South Africa's engagement with seabed mining.

Illegal wildlife trade is a policy issue that receives significant attention globally and nationally. In 2016 South Africa will host the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES). GARP made a submission to the DEA's Committee of Inquiry into the Possibility of Legal Trade in Rhino Horn, urging it to consider the unrealistic assumptions inherent in pro-trade economic models.

JUNE

GARP participated in a consultative meeting by the African Development Bank's (AfDB) African Natural Resources Centre to provide input on its strategy for 2015–2020. The new Centre's vision is for Africa to be capacitated to manage natural resources wealth in a manner that improves the lives of citizens. The strategy was subsequently adopted by the AfDB Board of Directors in July 2015. GARP continues to explore opportunities to engage with the African Natural Resources Centre around the implementation of the strategy.

GARP participated in a number of meetings around the Kimberley Process (KP), including the 2015 Dubai Diamond Conference and the 2015 KP intercessional meeting in Luanda at the invitation of the Angolan chair of the KP. During these engagements GARP contributed to discussions towards the resolution of several key issues in KP deliberations in the course of 2015, including a response to illegal diamond trading in the Central African Republic and negotiations around the chairing of the KP.

AUGUST

Dr Ola Bello, GARP head, participated as resource person for the training of South African parliamentarians on the Southern Africa Resources Barometer.

SEPTEMBER

GARP participated in the GIZ–Rio Tinto conference in Antananarivo, Madagascar with the theme 'Artisanal Mining Sector in Madagascar: Governance and Initiation of a Permanent Dialogue' as a direct result of its research on extractives and development.

BOTSWANA FIELD RESEARCH, 2015



'FROM ACID MINE DRAINAGE TO FRACKING? SOUTH AFRICA'S CAPACITY FOR ENVIRONMENTAL OVERSIGHT OF EXTRACTIVE INDUSTRIES': FEBRUARY 2015



Panellist Henri Fortuin, Western Cape government - Department of Environmental Affairs



Panellist Sean O'Beirne, Director of SE Solutions



The panellists at the GARP debate held at the African Mining Indaba, Cape Town

GOVERNANCE PUBLICATIONS

PB 143 A Next-Generation Peer Review: What Does the Open Government Partnership Have to Offer?

PB 141 Next Time Better? Conducting the APRM's 'Second-Generation' Reviews

PB 140 A Good Governance Driver: Is the African Peer Review Mechanism Up to It?

PB 134 Strengthening the African Peer Review Mechanism: Insights from National Governing Councils

PB 129 Opening Borders: Extra-governmental Involvement in African Regional Integration

PB 130 Why the African Peer Review Mechanism Must Remain Voluntary

OP 222 Moving Beyond Africa's Crisis of Institutions

OP 212 Judicial Independence Under the APRM: From Rhetoric to Reality

RR 18 Puzzling Over the Pieces: Regional Integration and the African Peer Review Mechanism

RESOURCE GOVERNANCE PUBLICATIONS

PB 145 Major Constraints of the Environmental Impact Assessment Process in Botswana

PB 144 Water Governance in Botswana

PB 142 Corporate Social Responsibility in South Africa's Mining Industry: An Assessment

PB 137 Advancing Africa's Position on Global Climate Finance

PB 135 What Role for Natural Resources in Botswana's Quest for Economic Diversification?

PB 128 Achieving an Inclusive Blue Economy for Small-scale Fishers: Recommendations to the South African Parliament

PB 125 Increasing the Economic Value and Contribution of Protected Areas in Africa

PB 124 A Promise Betrayed: Policies and Practice Renew the Rural Dispossession of Land, Rights and Prospects

PB 123 Towards Agenda 2063: Re-Inventing Partnership on Extractive Governance

PB 122 Maximising Positive Impacts of Mining Projects: Stakeholders and Partnerships

PI 25 Aligning Africa's Maritime Ambitions with Broader Indian Ocean Regionalism

PI 27 Aligning Sustainable Development Goals with Climate-Resilient Growth

PI 15 Safeguarding Africa's Natural Heritage: The Case of Mining in Protected Areas

OP 224 Mineral Rights, Rents and Resources in South Africa's Development Narrative

OP 219 Preserving the African Elephant for Future Generations

OP 218 Promoting the Integrated Governance of South Africa's Coastal Zone

OP 217 Confronting the 'Oil Curse': State-Civil Society Roles in Managing Ghana's Oil Findy

RR 21 Case Studies in Base Metal Processing and Beneficiation: Lessons from East Asia and the SADC Region

RR 20 Fossil Fuels are Dead, Long Live Fossil Fuels: Botswana's Options for Economic Diversification

ECONOMIC DIPLOMACY



ECONOMIC DIPLOMACY PROGRAMME

2015 ended on a high note with the hosting of the Konrad-Adenauer-Stiftung Foreign Direct Investment conference, which was the culmination of a year-long research and dialogue project on investment regimes in SADC. We also concluded our project on the World Trade Organization (WTO) by presenting the findings of the research and dialogue at the Trade and Development Symposium in Nairobi in parallel with the WTO ministerial meeting.



Talitha Bertelsmann-Scott, Programme Head

The work of the Economic Diplomacy Programme (EDIP) is premised on the view that trade and investment policies are critical components of Africa's economic development, as are the global economic governance frameworks that determine the rules of the game. Africa often has a marginal voice in these debates. Key institutions and policy processes that form the core of EDIP's work in Africa include the place of the Southern African Customs Union (SACU), SADC and the emerging Tripartite Free Trade Agreement in Africa's regional integration debates, alongside the institutions involved in South Africa's trade and investment policy. Private-public sector dialogue and relations are a key strand in our engagement strategy.

At a global governance level the programme focuses first on engagement by the WTO and Africa (specifically South Africa), and second on the G20 and BRICS.

With respect to infrastructure development, during 2015 EDIP developed a number of position papers on the potential role of the BRICS New Development Bank (NDB); how the NDB will likely change the infrastructure investment landscape in Africa; and how public-private partnerships could help overcome infrastructure deficiencies on the continent.

RESEARCH HIGHLIGHTS

APRIL

The EDIP team produced a critical commentary on SADC's Industrialisation Strategy and Roadmap (ISR) from the perspective of the private sector. The roadmap is less a detailed action plan than a vision document. SAIIA's commentary was intended to fill the gap by providing more detailed suggestions on each of the substantive issues outlined in the strategy document, paying particular attention to the issues the private sector faces in SADC and its role in actualising the vision outlined in the document. The ISR was adopted by SADC in April 2015 during the Extraordinary Summit in Zimbabwe.

AUGUST

EDIP presented the high-level outcomes of the Regional Business Barriers (RBBs) report at the launch of the Southern African Business Forum alongside the SADC heads of state meeting in Gaborone, Botswana. The report looks at the current status of the business-enabling environment in the SADC region; issues such as the SADC Univisa, regional transit bonds, non-tariff barriers and alternative energy in mining, were highlighted amongst others.

EDIP was also asked to present the RBB report at a SADC Business Chambers meeting facilitated by GIZ, aimed at generating political momentum on the elimination of non-tariff barriers to trade in SADC.

LAUNCH OF THE OECD ECONOMIC SURVEY OF SOUTH AFRICA



Andreas Woergoetter, Head of Division at the OECD presenting findings



SAIIA researcher, Memory Dube talking to the results of the survey

FOREIGN POLICY



FOREIGN POLICY PROGRAMME

I consider 2016 to be a turning point for the African continent. The commodity price super-cycle, which was central in driving the 'Africa rising' narrative, has gone bust. On the horizon, a challenging period of uncertainty, crisis and conflict is discernible with local populations likely to demand more social protection from fiscally depressed governments. In my view, the year ahead is a litmus test for Africa's institution-building processes since the founding of the AU in 2002.

SAIIA's Foreign Policy (FP) programme examines South African foreign policy and the foreign policy of key African driver countries in their region, and the role of emerging players. It focuses specifically on supporting regional peace and security and the engagement of major global (including emerging) players in Africa, with the view to support African development and growth objectives at a national, regional and continental level.

SAIIA is also an active member of the Network of Southern Think-Tanks (NeST). NeST seeks to address some of the data and monitoring and evaluation (M&E) gaps in South-South co-operation (SSC), and provide a platform for Southern partners to discuss issues around international development.



Tjiurimo Hengari, Senior Researcher



SAIIA – DFID-ESRC Growth Research Programme (DEGRP) 'China-Africa a Maturing Relationship? Growth, Change and Resilience' workshop: December 2015

RESEARCH HIGHLIGHTS

JANUARY

SALIA, together with the Wits School of Governance, launched the South African chapter of the NeST in Johannesburg. South Africa's development co-operation approach, strengths and challenges were discussed with a diverse group of South African academic, governmental and civil society stakeholders. NeST SA has prioritised conducting a research exercise to quantify the totality of South Africa's development co-operation in Africa, which would also include defining the parameters of South African assistance.

FEBRUARY

In the lead-up to the tri-annual Forum on China-Africa Cooperation (FOCAC) in South Africa, FP held a closed workshop of African think tanks as the first stage in a process to gather think tank input on the upcoming summit. The workshop aimed to build collaboration and enhance capacity among Africa's epistemic community to engage African policymakers on their strategies with global partners.



Participants at the launch of the SA Chapter NeST event



Dr Philani Mthembu of IGD



Panellists Prof Anthoni van Nieuwkerk of Wits and Dr Philani Mthembu of IGD at the 2nd NeST meeting

MARCH

The Indian Ocean Rim Association has been revived in recent years, with South Africa due to take over the chair in late 2017. At the invitation of the Indian Ministry of External Affairs and the think tank RIS, SALIA participated in a conference on 'India and the Indian Ocean'. India is accelerating its links with its immediate region both on land and sea. The new Indian government has articulated the concept of reviving the 'cotton route', while China has launched its 'One Belt, One Road' initiative, which includes the Indian Ocean. SALIA's Policy Insights entitled 'Silk, Cinnamon and Cotton: Emerging Power Strategies for the Indian Ocean and Implications for Africa' was one of the most downloaded papers in 2015.

MAY

The international co-operation report card was launched by the Council of Councils where SAIIA participated in a survey which asked heads of member think tanks to evaluate international efforts on ten of the top global challenges in 2015.

SAIIA's CE was part of the official South African delegation to the BRICS Academic Forum in Moscow in May. Her paper, 'Democratising the BRICS image through an inclusive global agenda', identified four global challenges that would reflect such an inclusive agenda: addressing inequality, sustainable development, identity and radicalism, and sovereignty and global public goods.

JUNE

In parallel to the June AU 2015 Summit in Sandton, Amnesty International and SAIIA co-hosted a side event, 'Policy Dialogue on Promoting Migration and Combating Xenophobia: The Role of Regional Mechanisms', to discuss xenophobic incidents in South Africa and the country's commitment to human rights and tolerance. Earlier in the year SAIIA had participated in and endorsed the 'People's March Against Xenophobia', organised by a number of civil society organisations.

DECEMBER

FP presented its work on various aspects of Chinese engagements in Africa at a two-day event co-hosted with the Overseas Development Institute's Growth Project (DEGRP) on 'China-Africa: Growth, Continuity and Resilience'. A keynote speaker was former World Bank Chief Economist Yifu Justin Lin. Earlier in the year SAIIA had also made inputs to the newly established South African Council on International Relations on what South Africa should prioritise for the FOCAC in December.

FP co-hosted the NeST technical working group meeting 'Defining, Measuring and Reporting South-South Co-operation' with the UN Conference on Trade and Development. The purpose of this meeting was to bring together SSC experts, academics, policymakers, agencies and regional and multilateral organisations to unpack various challenges.



Helen Hai of UNIDO's Made in Africa Initiative, responding



Justin Lin and Giles Mohan of DEGRP chairing the keynote discussion

ECONOMIC DIPLOMACY PUBLICATIONS

PB 127 Making AGOA Work for Africa

PB 126 Zimbabwe and South Africa: Security Takes Precedence Over Economy

PI 26 South Africa and FOCAC: Enabling a Partnership for Global Economic Governance Beyond the BRICS?

PI 19 Turkey and the G-20 Presidency: Implications for LIDCs and Africa

PI 13 Benchmarking South Africa's Foreign Direct Investment Policy

PI 12 SADC Investment Perspectives in a Changing International Investment Landscape

PI 11 Recalibrating South Africa's Role in Global Economic Governance: A Nigerian Perspective on Some Strategic Challenges

PI 10 The BRICS Contingent Reserve Arrangement and its Position in the Emerging Global Financial Architecture

PI 9 The Recalibration of Middle Powers under Conditions of Stress and Opportunity

PI 8 The Changing Nature of Turkey's International Policy

PI 7 South Africa's Foreign Economic Strategies in a Changing Global System

OP 223 Chinese Agricultural Investment in Africa: Motives, Actors and Modalities

OP 221 From the Cape to Cairo? The Potential of the Tripartite Free Trade Area

OP 216 The G-20 Tax Agenda and Africa's Taxation Needs

OP 215 Policy Framework for Foreign Direct Investment Promotion in South Africa: Operations, Effectiveness and Sustainability

OP 214 Imagining South Africa's Foreign Investment Regulatory Regime in a Global Context

OP 211 Bonds: A Viable Alternative for Financing Africa's Development

OP 210 Promoting Financial Inclusion for Inclusive Growth in Africa

RR 19 The Potential of ACP Countries to Participate in Global and Regional Value Chains: A Mapping of Issues and Challenges

SAIIA Reports

Drivers of Regional Integration: Value Chains, Investment and New Forms of Co-operation

South Africa Beyond the BRICS

BRICS Insights Collection: BRICS and Development Finance Institutions

FOREIGN POLICY PUBLICATIONS

PB 138 Presidential term limits: a New African Foreign Policy Challenge

PI 30 China-Africa Co-operation Beyond Extractive Industries: The Case of Chinese Agricultural Assistance in West Africa

PI 29 Learning by Doing: China-Africa Co-operation and State Learning

PI 24 China-Africa Co-operation: Capacity Building and Social Responsibility of Investments

PI 23 Shifting Security Challenges in the China-Africa Relationship

PI 21 Co-operation in the South Atlantic Zone: Amplifying the African Agenda

PI 20 South African Foreign Policy and the UN Security Council: Assessing its Impact on the African Peace and Security Architecture

PI 18 Silk, Cinnamon and Cotton: Emerging Power Strategies for the Indian Ocean and the Implications for Africa

PI 17 To Protect or to Intervene? Contesting R2P as a Norm in South Africa's Foreign Policy

PI 16 Energetic Dialogues in South Africa: The Inga Example

OP 213 South Africa's Foreign Policy: Tempering Dominance Through Integration



SAIIA-KAS Careers Evening always attracts a large audience



Guest panellist Vice-president of the NDB, Leslie Maasdrorp



SAIIA intern, Jinel Fourie Careers Evening organiser & speaker



Dr Hornsby of the Wits International Relations Department speaking at the SAIIA-KAS Eve



SAIIA and the Department of International Relations and Cooperation (DIRCO) jointly held a Public Lecture on 20 May 2015 addressed by the Honourable Deputy Minister of International Relations and Cooperation, Mr Luwellyn Landers.



PUBLIC BENEFIT

YOUTH @ SAIIA

2016 presents Youth@SAIIA with the task of coming up with policies and strategies to implement agreements reached at COP21 and the UN Summit on Sustainable Development Goals. We will look at the role young people can play in this, especially in the context of African development. We will also be working to ensure that South African youth are represented at forums such as Habitat III, CITES and the World Humanitarian Summit.

Youth@SAIIA refers to all youth development and programming at SAIIA. Its initiatives align with SAIIA's mission, emphasising a broader goal of fostering awareness of international affairs, initiating programmes that stimulate public debate among young people, and providing skills development that cultivates future leaders and researchers.

Youth@SAIIA's schools programmes seek to go beyond single day events. By providing resources and tutoring, learners walk away with relevant skills that leave them with a deeper ability to engage with and understand issues affecting South Africa, the African continent and the world as a whole. The scope of our Youth@SAIIA programme has grown significantly over the last few years. It now encompasses Model UN (MUN) initiatives (including Mini-MUNs), the Environmental Sustainability Project, the Young Leaders Conference and the Youth Policy Committee.



Janet Kachinga, youth programmes co-ordinator



YOUTH @ SAIIA COLLABORATIONS

City of Cape Town, South Africa
 City of Johannesburg, South Africa
 Department of Basic Education (DBE), South Africa
 Department of Environmental Affairs (DEA), South Africa
 Department of International Relations and Cooperation (DIRCO), South Africa
 Embassy of France (France & South Africa)

eThekweni Municipality, South Africa
 Gauteng Dept of Education, South Africa
 Gauteng Dept of Sport, Arts, Culture & Recreation, South Africa
 Project 90x2030, South Africa
 Sasol, South Africa
 The Office of the UNHCR, South Africa
 UN Association SA – Pretoria Chapter, South Africa

UN Information Centre, South Africa
 UN Major Group for Children and Youth, South Africa
 UNICEF, South Africa
 University of the Witwatersrand, South Africa
 Wildlife and Environmental Society of South Africa (WESSA) South Africa

MODEL UN CONFERENCES

FEBRUARY-APRIL

Mini-MUN conferences were held in Gauteng, KwaZulu-Natal and Western Cape. One of the main sessions was a UNICEF committee on the use of child soldiers.



SEPTEMBER

The SAIIA Johannesburg Model UN Conference (SJMUN) was our largest yet, and once again had five committees. Topics for the 2015 SJMUN year included peace and security in Africa; COP 21 and climate change; the post-2015 development agenda; the World Humanitarian Summit; and the situation in Yemen.

We partnered with the University of the Witwatersrand's International Relations Department. Speakers included UN youth leader Vivian Onano of Kenya and Steve Lazaro of the Food and Agriculture Organization. Adjudicators from the South African Department of International Relations and Cooperation (DIRCO) cadet programme joined each of the committees, and we had further support from the British High Commission, Wits, the Swedish Foundation for Strategic Environmental Research, the UN High Commissioner for Refugees (UNHCR), and the DEA.



AUGUST

Youth@SAIIA hosted two Mini-MUN conferences on the topic of food security.

ENVIRONMENTAL SUSTAINABILITY PROJECT

APRIL-MAY

Youth@SAIIA

organised workshops for

90

participating schools

SEPTEMBER

Provincial presentation events held in

**KwaZulu-Natal
&
Gauteng**

YOUTH POLICY COMMITTEE

The Youth Policy Committee (YPC) was extremely active in 2015. Members have provided youth input into the new national youth policy for South Africa and on South Africa's position on SDGs and climate change. Members were also invited to attend workshops with DIRCO and the DEA, and were invited to join DEA Minister Bomo Edna Molewa in a young women's dialogue on climate change.

The YPC has also engaged on social media platforms and has participated in a number of UN-led Twitter conversations.

Morategi Kale, who is currently studying at the University of Cape Town, was selected as a youth delegate to COP21 in Paris, France. Morategi started in our ESP and MUN programmes when she was 14, and at 15 joined our delegation to COP17. She's currently studying at UCT.

Luanda Mpungose, (a Young Professional YPC member) was designated the World Humanitarian Summit Regional Focal Point for Eastern and Southern Africa for the UN Major Group for Children and Youth. She and two other YPC members, Annabel Fenton and Eric Lebo, were selected to attend the World Humanitarian Summit Global Youth Forum in Doha.



Luanda Mpungose



Morategi Kale

YOUTH BLOG

In September Youth@SAIIA unveiled a new youth blog to showcase informed young voices on relevant policy issues. The first set of blogs, on key themes for the SDGs, went through a peer-review process and resulted in 400 visits in the first two weeks of publication. A second series of blogs, from youth participants on COP21 in Paris, proved just as popular.

19 SEPTEMBER

youth content
boost

Web traffic rose from

2 000

to

7 000

visits a day

when the US-based National Public Radio published the Youth Quiz on its website. Over 70 000 people have now taken the quiz.



AFRICA PORTAL

DISSEMINATING AFRICAN RESEARCH

The Africa Portal's mission is to make African policy research more accessible: 5 300 fully searchable and downloadable documents are now contained in the e-Library, contributed by 66 mostly African think tanks. This represents a unique open access repository on key African issues. The development of the portal into a dynamic African network was a hallmark of 2015.

A feature of the East African partners meeting in September was peer-learning experience by sharing best practice.



'This is a terrific resource, congratulations. It is very good to see aggregated content improving access to the great research work that happens in Africa.'

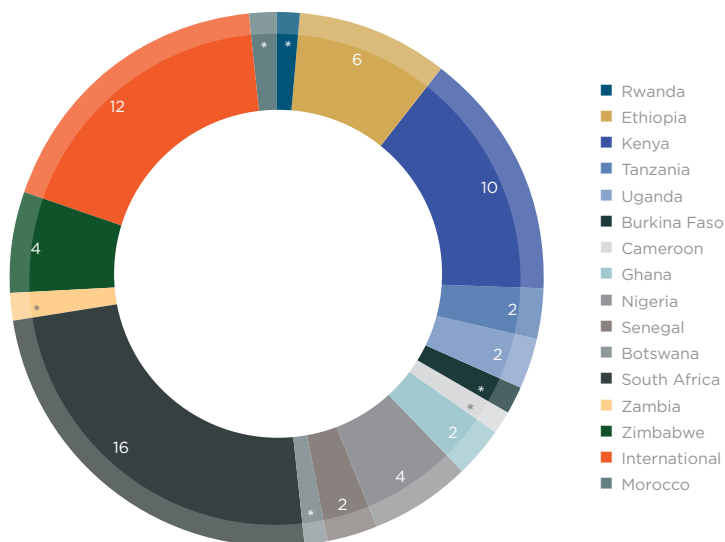
Edmund Balnaves
IFLA IT Section

The Africa Portal now has 66 members, of which 55 are based in Africa.

The East Africa region had the most visitors to the Portal in Africa, with 54.9% of all visitors in 2015, followed by Southern Africa with 24.9%.

With very positive feedback from users on the recently redesigned portal website, the focus in 2016 will be on making it even more interactive both for users and for the content partners. An exciting development in 2015 was the introduction of more French documents on the portal and new interest from francophone African think tanks – to be further developed in 2016.

CONTENT PARTNERS



*One partner

THE LIBRARY



The Jan Smuts House Library continues to assist SAIIA researchers and members, alumni, lecturers, students and Youth@SAIIA participants with research material and a space in which to work.

As we move into 2016, the library will continue to expand the current collection and will seek innovative ways to engage new

audiences. To reach our vision of becoming a quality international relations library, our focus will be not only on developing our current collection but also on digitising the newspaper cuttings collection for wider use. We also aim to create a digital repository for articles published by SAIIA researchers in commercial publications during 2016.



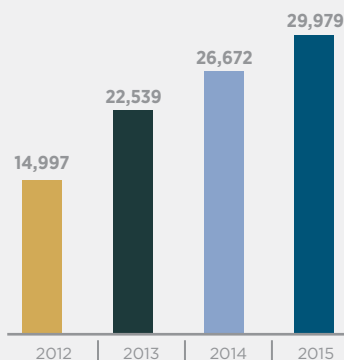
SA JOURNAL OF INTERNATIONAL AFFAIRS

The South African Journal of International Affairs, SAIIA's peer-reviewed and accredited journal, continued to attract increasing interest from readers and authors in its first year of quarterly publication.

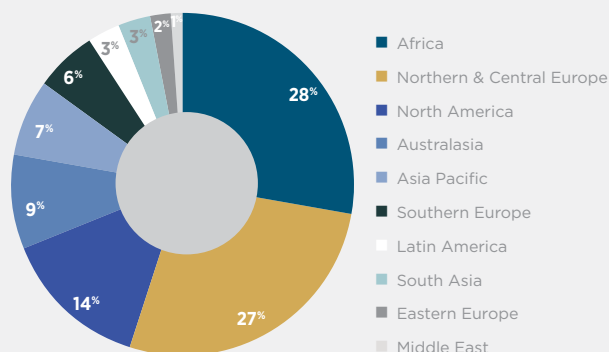
In December 2015 SAIIA was notified that it had been placed on the new Emerging Sources Citation Index (ESCI), a recent initiative by Thomson Reuters. So far 2 400 journals have been selected for coverage in the database. According to recent feedback from Thomson, 'selection for ESCI is at this time being driven by customer interest; we must see the journals on lists provided by customers or an interest in the discipline via WoS search history data'. This bodes well for future inclusion on the core index of Thomson Reuters.

The excerpt below (from the January 2016 publishing report on the journal, provided by Routledge of Taylor & Francis) shows full text downloads increased in 2015 to almost 30 000 for the year (an increase of over 12% relative to 2014). This is the seventh year running in which downloads have increased. There was also a 40% increase in article submissions year on year, according to the Scholar One report on manuscripts received for 2015. Of these manuscripts, 57% were rejected during the internal or external review process.

FULL TEXT DOWNLOADS BY YEAR,
2012-2015



FULL TEXT DOWNLOADS BY REGION 2015



TOP COUNTRIES
BY DOWNLOADS, 2015

Country	No
South Africa	6,223
United Kingdom	4,191
United States	2,873
Australia	2,423
Canada	1,279
Netherlands	1,025
Germany	904
Brazil	773
China	691
India	614

STRATEGIC DISSEMINATION

HOW WE DO IT

SAIIA entered 2015 looking for new ways to promote research papers and policy briefs, increase publicity using targeted media outlets and find ways to progressively increase SAIIA's presence on the continent.

MEDIA ENGAGEMENT

Five events received the highest number of media enquiries in 2015:

- African Mining Indaba;
- AU elects Zimbabwean President Robert Mugabe to lead it;
- Nigerian elections amid the regular attacks by extremist group Boko Haram;
- SA hosting the AU and the fallout from President Bashir's presence; and
- Forum on China-Africa Cooperation summit in South Africa.

TRENDING TOPICS FOR THE YEAR

Regional Business Barriers report and AU Summit (January)

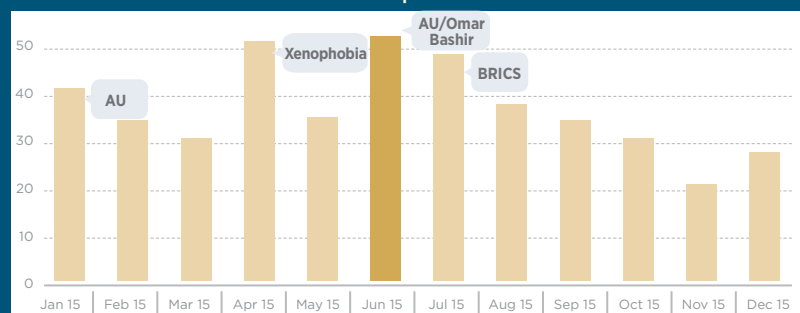
Xenophobia attacks (April)

AU Summit (June)

Rhino and elephant poaching

Topics surrounding BRICS, particularly the 2015 BRICS Summit (July).

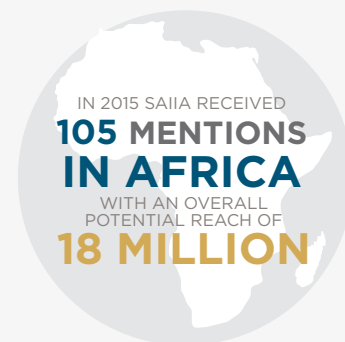
Media Exposure



Explanation

This chart outlines the media exposure for the 12 month period. This y-axis is the number of hits and the x-axis is date. SAIIA received the most coverage locally in June 2015.

REGIONAL



The highest volume of mentions was in January, February, April, May and June. Those peaks contributed approximately 75% of the articles throughout 2015.

Trending topics for the year were mainly: Robert Mugabe as new AU chairperson (January), xenophobia (April), the AU summit in Johannesburg (June) and FOCAC (December).

SAIIA was mentioned on various high-profile online sites, gaining the most value on *Daily Nation* (Kenya) with a potential reach of 3 million, *This Day* (Nigeria) with a potential reach of 2.8 million, and *Al-Ahram Hebdo* with a potential reach of 2.5 million.

INTERNATIONAL



The highest volume of mentions was in January, June, November and December; those peaks contributed about 70% of the articles throughout 2015.

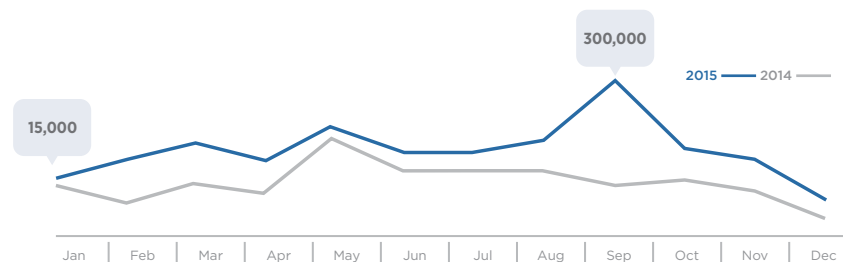
December shows the highest international media exposure (number of articles within a given month) in 2015 with 348 articles mentioning SAIIA. The reason for this was the significant spike in international coverage due to the state visit by Chinese President Xi Jinping to South Africa and the hosting of the FOCAC summit.

SAIIA was mentioned on numerous high-profile online sites, gaining the most value on Yahoo! Maktoob News with a potential reach of 462.9 million, MSN.com with a potential reach of 332.4 million, and Xinhua News with a potential reach of 234 million.

WEBSITE

Traffic to SAIIA website during 2015

The graph below shows that traffic to the SAIIA site continues to improve year on year



Source: Google Analytics

Who is looking at our website?

While almost half of our **visitors** originate in South Africa, the next most popular locations are the US, Kenya, the UK and India, reflecting a spread of traffic across the Global North and South.

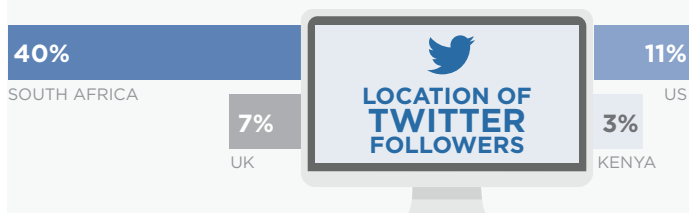


SOCIAL MEDIA

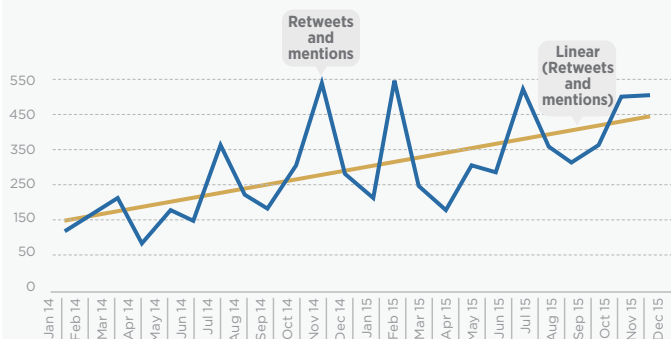
Followers on the main SAIIA accounts continue to increase (by between 25%-40% a year), reaching 3 961 on Facebook and 4 373 on Twitter by the end of 2015.

SAIIA's online engagement figures have also dramatically improved over the past 18 months, from an average of 150 interactions a month in January 2014 to an average of 350 a month by the end of December 2015, as the graph below illustrates.

A breakdown of the location of our Twitter followers (via Twitter Analytics) indicates they are based primarily in South Africa, followed by the US, UK and Kenya. Unsurprisingly, they are also mainly interested in business, politics, finance and governance.



SAIIA's retweets & mentions in 2015



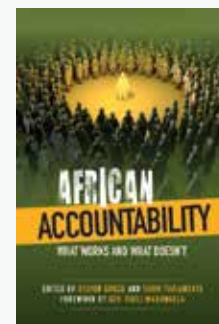
The first SAIIA Twinterview (live Twitter interview) was held as a pilot in March on a SAIIA journal article. The second Twinterview on 25 August with Dr Lyal White (#IntegratingAfrica) resulted in 77 tweets across a range of academic, corporate and civil society accounts, the reach of which is approximately 30 000. The article (downloaded 305 times this year) saw a spike in August of 127 downloads – in other words, half of the annual downloads of the article were a direct result of the Twinterview.

PUBLICATIONS

SAIIA's research outputs adopted a new look in the latter half of the year. Our revamped logo and reading trends demanded a brighter, more accessible format.

A total of 66 publications were published over January–December 2015 with 24 policy briefings, 25 policy insights, 15 occasional papers and two research reports.

Two books were launched under the SAIIA imprint: *Institutional Architecture & Development: Responses from Emerging Powers* and *African Accountability: What Works and What Doesn't*.



Top downloads

5 654

Occasional Paper 217 'Confronting the Oil Curse: State-Civil Society Roles in Managing Ghana's Oil'

5 421

Policy Briefings 136 'Preventative Diplomacy and the AU Panel of the Wise in Africa's Electoral-Related Conflicts'

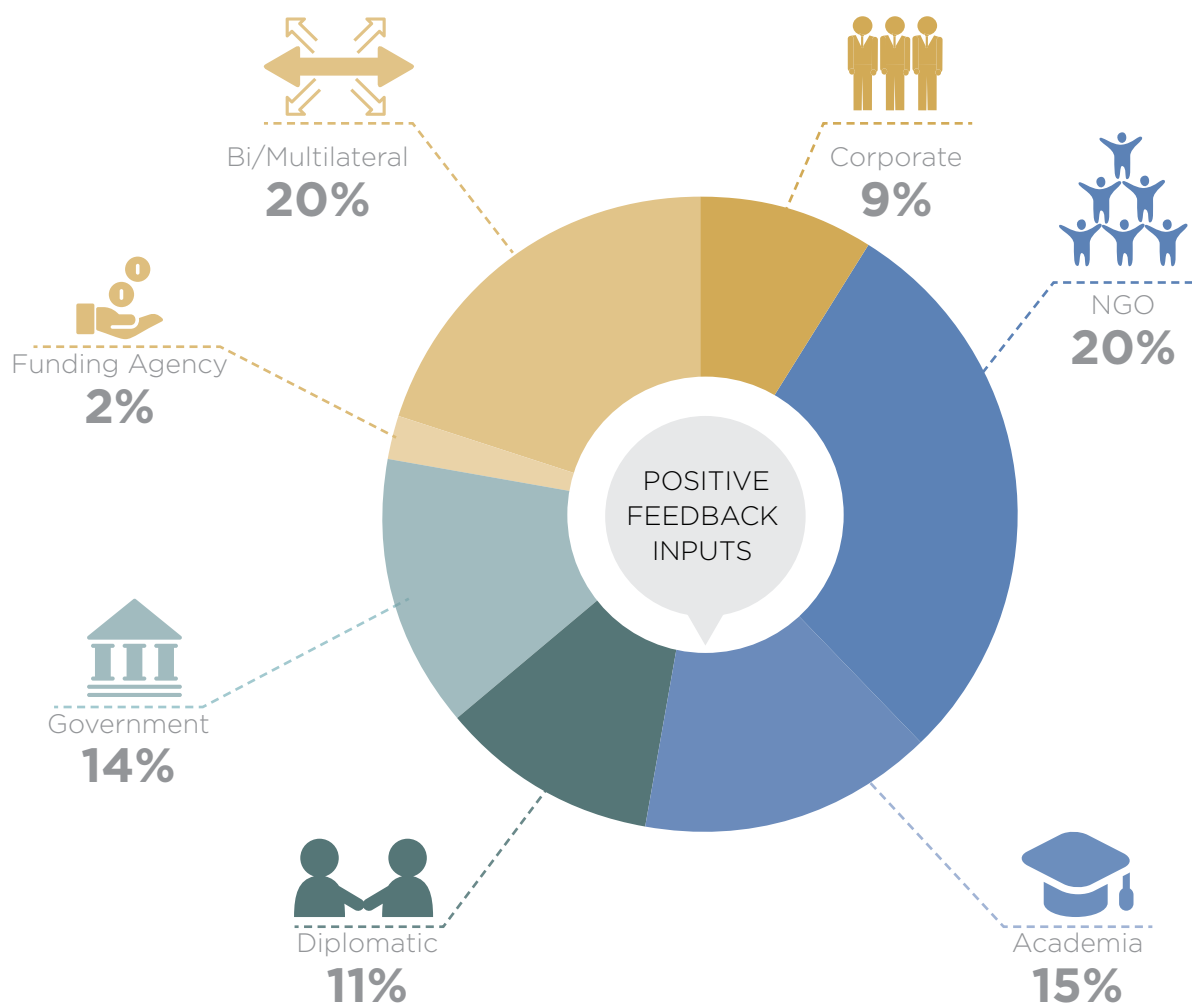
4 672

Policy Insights 9 'The Recalibration of Middle Powers Under Conditions of Stress and Opportunity'

WHO IS USING OUR RESEARCH?

SALLA's M&E unit monitors the utilisation of the Institute's research outputs by policymakers and other key stakeholder groups through the feedback that it receives on outputs, including publications, events and media work.

A total of 158 positive feedback inputs were received from January–December 2015, with 89% of the total feedback inputs in written form. SALLA's target is to have all feedback in written form for evidence purposes.





SAIIA COLLABORATION 2015

Bangladesh

Centre for Policy Dialogue

Botswana

SADC Council of NGOs
South Africa Regional Environmental
Programme

Brazil

Fundação Getúlio Vargas
Instituto de Pesquisa Econômica

Canada

Centre for International Governance
Innovation (CIGI)
IDRC

China

UNDP
International Poverty Reduction
Center
Centre for International
Development
University of International Research
and Economics

Continental

APRM Secretariat
Pan-African Parliament

Denmark

Climate Knowledge Brokers
Group

France

OECD

Germany

GIZ
Max Planck Institute for Comparative
Public Law and International
Law

Ghana

Kofi Annan International Peace
Keeping Training Centre

India

Indian Council for Research
on International Economic
Relations

Italy

European University Institute

Madagascar

GIZ-Rio Tinto Partnership on Artisanal
Mining

South Africa

Gordon Institute of Business
Science
University of Pretoria
Electoral Institute for Sustainable
Democracy in Africa (EISA)
African Regional Office of the
Open Society Foundation (AfRO-
OSF)
Conservation Action Trust
Development Policy Research Unit,
University of Cape Town
Southern Africa Resources
Barometer
ONE World
World Bank
IMF
Oxfam
Development Bank of Southern
Africa
Japanese Embassy
Konrad Adenauer Foundation (KAS)
Department of Trade and Industry
(dti-ERAN)
Mandela Institute, University of the
Witwatersrand
National Treasury
International Development Law Unit,
University of Pretoria
Corruption Watch

Switzerland

ICTSD

Tanzania

Tanzania Citizen's Information
Bureau (TCIB)
Trapca

UK

DEGRP

USA

Carnegie
Foundation
CIC, New York
Cordell Hull Institute

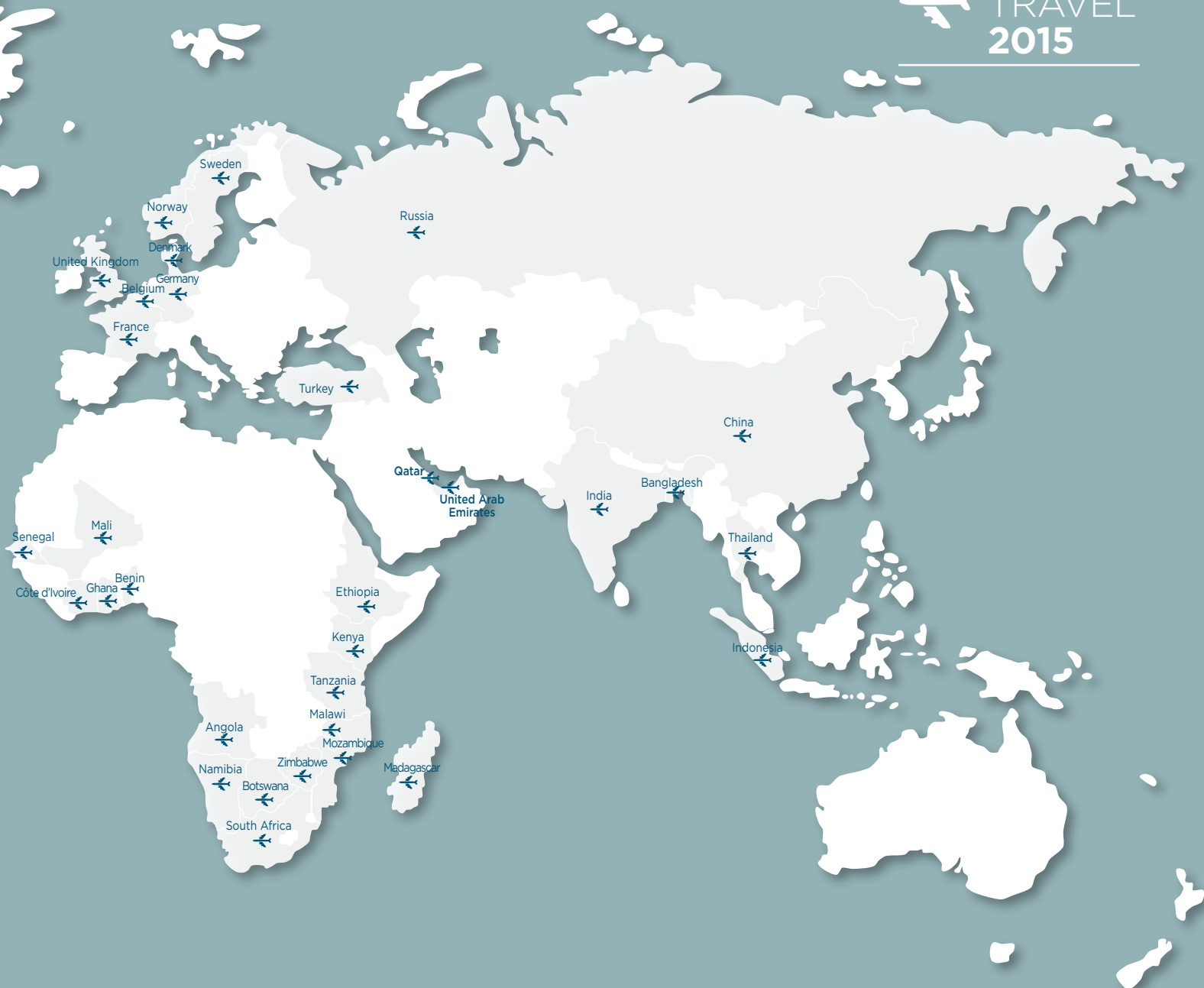
Zambia

Common Cause Zambia
(CCZ)





SAIIA TRAVEL 2015



FINANCIAL STATEMENTS

Statement of financial position as at 30 June 2015

		2015 R	2014 R
Assets			
Non-current assets			
Equipment	2	285 128	215 252
Current assets		41 358 898	41 470 571
The Smuts Memorial Trust	3	5 061 173	5 122 485
Investments held for trading	4	25 490 309	19 687 906
Trade and other receivables	5	3 032 725	2 127 456
Cash and cash equivalents	6	7 774 691	14 532 724
Total assets		41 644 026	41 685 823
Funds and liabilities			
Funds		31 572 063	29 481 869
Accumulated surplus		18 667 739	18 378 034
Investment reserve		12 904 324	11 103 835
Current liabilities		10 071 963	12 203 954
Trade and other payables	7	4 672 911	5 401 587
Project funds	8	5 399 052	6 802 367
Total funds and liabilities		41 644 026	41 685 823

Statement of comprehensive income for the year ended 30 June 2015

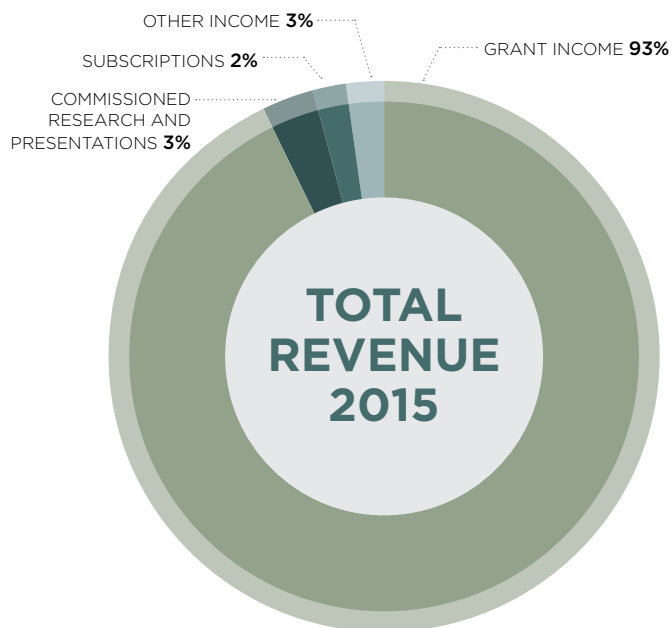
		2015	2014
Revenue		39 447 760	38 633 354
Expenditure			
Operating expenditure		23 602 837	24 004 449
Cost recoveries		(20 739 257)	(21 093 067)
Net operating costs		2 863 580	2 911 382
Programme expenditure disbursed		38 088 369	35 631 761
(Deficit) / surplus from operations		(1 504 189)	90 211
Other income		662 390	-
Income from investments		1 441 450	1 510 947
Surplus before fair value adjustment of held for trading investments		599 651	1 601 158
Fair value adjustment of held for trading investments		1 490 543	2 165 391
Surplus before capital income		2 090 194	3 766 549
Capital income		-	5 001 000
Surplus and total comprehensive income for the year		2 090 194	8 767 549

FINANCIAL TRANSPARENCY

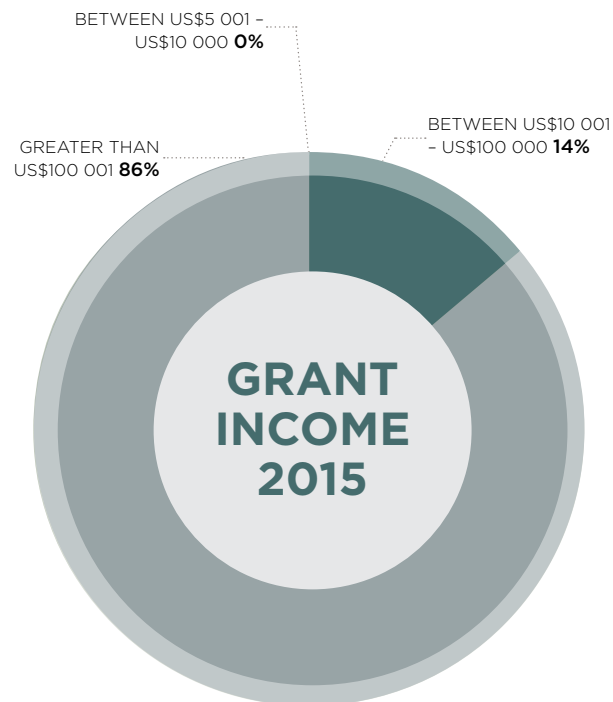
Independence, transparency and integrity are key dimensions of the reputation of think tanks. Think tanks, reliant on funding from sources as diverse as individuals, private foundations, private corporations, international organisations, and government agencies, are increasingly cognisant of the imperative of financial transparency.

SAIIA's accounts are independently audited by KPMG and the Highlights provides details of our funders and the value of their financial support. However, transparency is not just about money. At the 2016 National Council meeting, the Council adopted a conflict of interest disclosure policy.

SOURCES OF FUNDING



Grant Income	R 36 982 451
Commissioned research and presentations	R 1 105 918
Subscriptions	R 545 496
Other income	R 813 895
	<u>R 39 447 760</u>



Between US \$ 5 001 - US \$ 10 000	\$48 103
Between US \$ 10 001 - US \$ 100 000	\$595 532
Greater than US \$ 100 001	\$2 682 861
	<u>\$3 326 495</u>

SCHEDULE OF FUNDING

Schedule of Major Funders	Expenditure Jul 2014 - Jun 2015
Grant Income	
75th / 80th Anniversary Fund	R 115 954
ABSA	R 412 742
African Regional Office (AfRO) of the Open Society Foundations /Foundation to Promote Open Society	R 542 778
Bradlow Foundation	R 155 496
Centre For International Governance Innovation	R 1 366 411
Danish International Development Agency	R 1 912 185
Department for International Development	R 5 379 855
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	R 1 707 183
Foreign and Commonwealth Office/British High Commission	R 826 273
Forum on China-Africa Cooperation Fund/Embassy of People's Republic of China in South Africa	R 113 616
Foundation to Promote Open Society	R 175 458
International Development Research Centre	R 613 245
Konrad Adenauer Foundation	R 993 130
Norwegian Ministry of Foreign Affairs	R 4 623 783
Open University/Economic and Social Research Council	R 1 049 493
Oppenheimer Memorial Trust	R 298 763
Other	R 7 443
SASOL	R 959 306
Swedish International Development Cooperation Agency	R 7 468 413
Swiss Federal Department of Foreign Affairs	R 5 312 172
World Bank	R 2 948 752
TOTAL	R 36 982 451

	TOTAL REVENUE 2015
Grant income	R36 982 451
Commissioned research and presentations	R1 105 918
Subscriptions	R545 496
Other income	R813 895
TOTAL	R 39 447 760

NATIONAL COUNCIL



SAIIA's National Council members 2015

Back row from left to right: Richard Steyn, Jonathan Schewitz (Branch Chair, East London), Sheila Camerer (Branch Chair, Western Cape), Martyn Trainor (Deputy Chair, Western Cape)

Middle Rows: Melanie Veness (Branch Chair, Pietermaritzburg), John Penny, Neuma Grobbelaar, John Buchanan (Honorary Treasurer)

Fred Phaswana (National Chairman), Jonathan Stead (Head: Strategic Partnerships & Special Projects)

Front row: Rosemary Vingerling (Secretary), Moeletsi Mbeki (Deputy Chairman), Elizabeth Sidiropoulos (Chief Executive), Tafadzwa Mukuruva

SOUTH AFRICAN INSTITUTE OF INTERNATIONAL AFFAIRS

E-mail: info@saiia.org.za

JOHANNESBURG

Jan Smuts House, East Campus
University of the Witwatersrand
Braamfontein
Johannesburg
South Africa

POSTAL ADDRESS

PO Box 31596
Braamfontein 2017

South Africa

TEL: +27 (011) 339 2021

FAX: +27 (011) 339 2154

CAPE TOWN

1st Floor
Vunani Chambers
33 Church Street
Cape Town
South Africa

POSTAL ADDRESS

PO Box 15610
Vlaeberg 8012

South Africa

TEL: +27 (021) 422 0717

FAX: +27 (021) 426 1455

