ISS | INSTITUTE FOR SECURITY STUDIES

IMPROVING HUMAN SECURITY IN AFRICA

ISS ANNUAL REVIEW 2014

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IMPROVING HUMAN SECURITY IN AFRICA

The Institute for Security Studies is an African organisation that enhances human security on the continent. It does independent and authoritative research, provides expert policy advice and delivers practical training and technical assistance.

In the words of the people we work with

The ISS helped our officers to adapt to one of the world's most difficult conflicts

Fred Yiga
Police Commissioner
UN Mission in South Sudan

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The work of the ISS and its partners means that for the first time, we have a clear understanding of different approaches to the Sahel

Pierre Buyoya
Head of AU Mission for Mali and the Sahel

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The ISS is leading a more strategic approach to issues that threaten the security of Africans

Alistair Millar
Executive Director, Global Centre on Cooperative Security

PAGE 25

ISS researchers significantly informed our understanding of police brutality and the lack of accountability in the SAPS

George Bizos
human rights advocate

PAGE 42

Nicolas Bwakira

Jakkie Cilliers

Sakumzi Macozoma

Wendy Ngoma

Maxi Schoeman

Salim Ahmed Salim

PLAYING A VITAL ROLE IN AFRICA

The ISS continues to demonstrate its vital role in Africa. ISS researchers, analysts and trainers work tirelessly to enhance human security and ensure African voices are heard in the global security debate.

The ISS has invested in its collaborative approach. We welcome the memorandum of understanding with the African Union as it demonstrates the ISS' relevance and ability to work with regional bodies.

We are pleased to see the ISS expand its coverage of African security issues, with reports now available on East, Central, Southern and West Africa. We recognise the growth in ISS field work, with researchers on the ground enabling policymakers to hear the voices of ordinary people from Africa's volatile regions.

ISS success is enabled by the quality of its support services. Finance and administration challenges have been overcome, and we compliment these teams on another clean audit in 2014.

In a changing world, the financial sustainability of organisations such as the ISS is cause for concern. We welcome efforts by the ISS' leadership to create an endowment to complement current funding.

The communication team continues to excel at taking the ISS message to our most important audiences. We congratulate them on receiving the PRISM best publication award for last year's annual review.

All ambitious organisations must ensure they don't spread themselves too thinly. In its 2016 to 2020 strategy, we urge the ISS to focus on what it is best at and align its priorities with Africa's main challenges.

We are proud to be associated with an organisation that demonstrates its impact on human security across the continent. We thank the ISS' development partners, and congratulate the ISS management team and all staff.

ISS Trustees

IMPACT THROUGH COLLABORATION

Africa has made progress in its pursuit of dignity, freedom, peace, security and prosperity. Yet we still face civil strife, poverty, endemic corruption, fragile and failed states, and the new phenomenon of extremism.

Through its work with the African Union and regional organisations, and its strong global relationships, the ISS is helping Africa and the international community to understand and overcome these challenges.

Improving governance in Africa is a priority. We must ensure our leaders are accountable and serve the people who elected them. Good governance and democracy must be nurtured and sustained.

This annual review is a showcase of how the credible and collaborative approach of the ISS is having a powerful impact across the continent.

As I step down as chairperson of the ISS Advisory Council after 13 rewarding years, I am proud to leave an organisation that has never been more relevant and important to safeguarding human security.

Ambassador Said Djinnit, the Special Envoy of the United Nations Secretary-General for the Great Lakes Region, will chair the Council for the next strategic period of the ISS from 2016 to 2020.

Salim Ahmed Salim
President of the International Advisory Council

DEDICATED TO MAKING AFRICA SAFER

It's an exciting time to be living and working in Africa. Our continent is on the rise and as Africans, we are coming together to tackle our challenges.

But the good news story is under threat. Without improved human security, Africa will not reach its full potential and too many people will continue to suffer at the hands of bad leaders, local criminals, extremists and emerging transnational organised crime groups.

Poor governance lies at the heart of this problem. Fortunately, there is something we can do about it.

In 2014, the ISS focused on the most pressing threats to human security in Africa, including weak governance. Through our pan-African footprint and collaborative approach we reached hundreds of stakeholders to achieve lasting impact. In this annual review we report on our accomplishments through the voices of these partners and beneficiaries of ISS work.

I am privileged to lead an extraordinary team dedicated to making Africa safer. It's a hugely rewarding job, despite the challenges of managing a non-governmental organisation in the current financial climate. I am constantly inspired by the passion, commitment and expertise of ISS staff and my loyal team of managers. I am particularly proud of how the professionalism, efficiency and transparency of the ISS have improved.

A special word of appreciation must go to ISS founding Executive Director, Dr Jakkie Cilliers, for entrusting the running of the ISS to me and the senior management team. In addition to his support, Jakkie's extraordinary research output in 2014 is an inspiration.

I also want to thank the ISS Trustees and Advisory Council for their guidance. Thanks also to our donors and partners, especially the members of the ISS Partnership Forum. The ISS would not exist without you.

We are concluding the 2012 to 2015 strategic period and have started to develop the 2016 to 2020 ISS strategy. We look forward to engaging with all ISS donors and partners as we entrench our role as Africa's leading resource working to enhance human security for all Africans.

Anton du Plessis
ISS Managing Director

I am privileged to lead an extraordinary team dedicated to making Africa safer. The passion, commitment and expertise of ISS staff is inspiring.

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The ISS and Training for Peace are our partners of choice for police training and policy development

Crowd Chirenje
Police Coordinator, AU Peace Support Operations Division

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CONFLICT MANAGEMENT AND PEACEBUILDING

The ISS trains African police to be more effective peacekeepers. It helps governments and international agencies to plan and implement sustainable peace operations and peacebuilding.

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Training for peace

The ISS is a key implementing partner in the Training for Peace (TfP) programme, which enhances African police capabilities in African Union (AU) and United Nations (UN) peace support operations.

The ISS helps the AU establish policies and standard operating procedures for the AU Police, and conducts evidence-based research that informs policy analysis, training and technical support.

The ISS helped to create the AU's Police Strategic Support Group. The group champions the improved representation of African police in AU Peace and Security Council discussions, which are traditionally dominated by the military.

TfP helped develop global peacekeeping training policies and standards for the International Association of Peacekeeping Training Centres. It is a founding partner of the African Peace Support Trainers Association (APSTA).

All ISS TfP courses are supported by the Norwegian Police Directorate, comprising Norwegian, Danish and Swedish police instructors.

Supporting UN Security Council Resolution 1325 on Women, Peace and Security

TfP developed a Gender in Peacekeeping manual for police gender advisors on peacekeeping missions.

The manual is designed to help police officers to integrate gender into their work in accordance with UNSC Resolution 1325. APSTA has submitted the manual to the AU to approve its use throughout Africa.

The ISS designed and conducted a 10-day course for 30 police officers from 14 countries on preventing and responding to sexual and gender-based violence. The training will enable officers and gender advisors deployed to peacekeeping missions to understand the communities in which they work, and mentor local police to prevent gender inequality.

Course participants came from the AU-UN hybrid operation in Darfur (UNAMID), the UN mission in South Sudan (UNMISS) and the AU mission in Somalia (AMISOM).

The ISS aims to strengthen understanding among police officers in Southern and East Africa about gender equality and gender-based violence. This forms part of its support for capacity building of the Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO) and East African Police Chiefs Cooperation Organisation (EAPCCO).

Participants came from the AU-UN hybrid operation in Darfur, the UN mission in South Sudan and the AU mission in Somalia

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We appreciate the invaluable support the ISS provided and look forward to continued ISS support in strengthening the African Standby Force police component

Sivuyile Bam
Head of the AU Peace Support Operations Division

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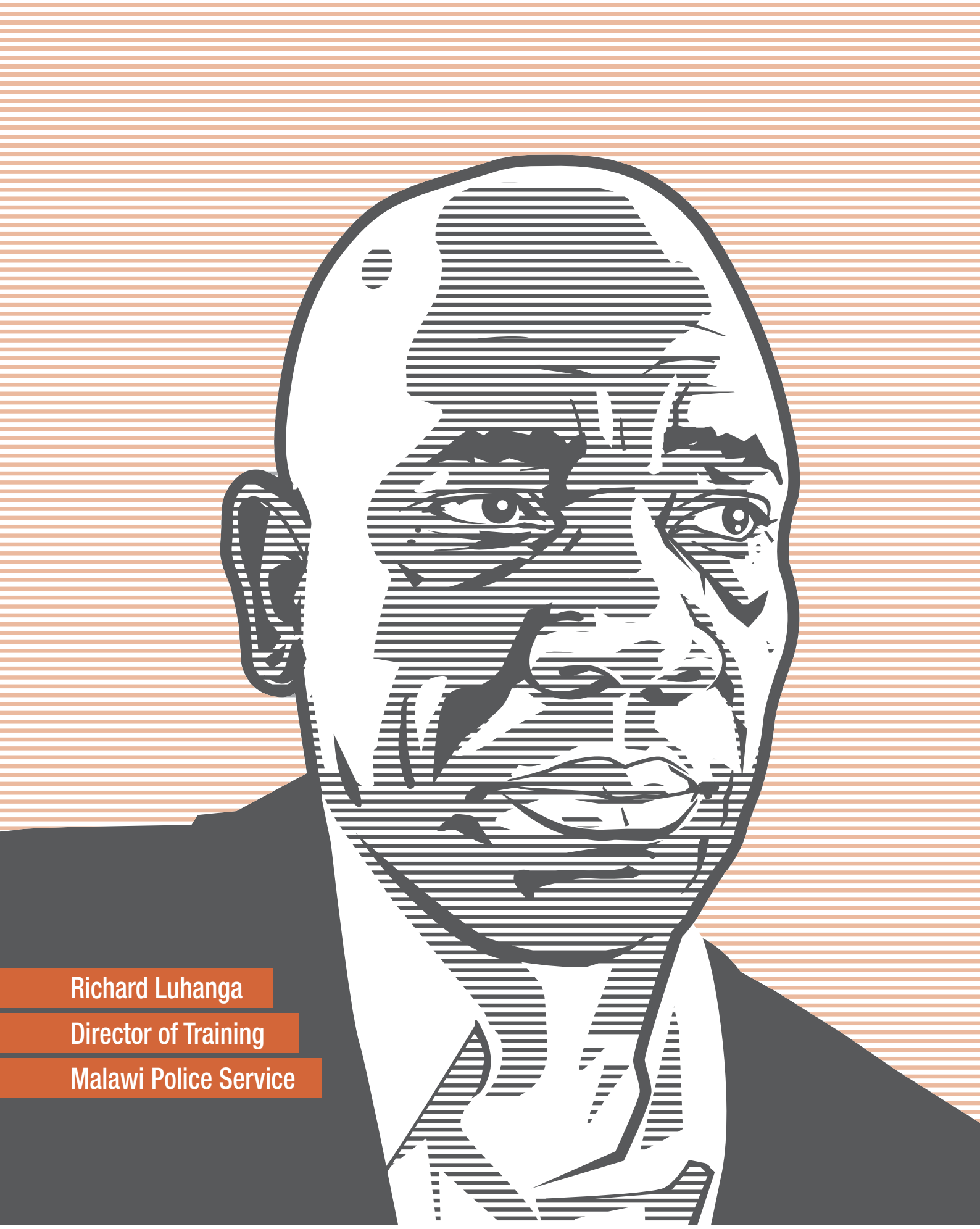

Richard Luhanga

Director of Training

Malawi Police Service

PREPARING POLICE FOR PEACE MISSIONS

The ISS trains police officers for deployment to UN, AU and regional peace missions in African conflict environments.

'My officers are now better prepared for survival in some of Africa's most challenging places,' says Commissioner Richard Luhanga, Director of Training for the Malawi Police Service.

'Malawi has never taken a serious casualty on a UN-AU mission, and I attribute this to the ISS training.'

More than 60 Malawian officers, 40% of whom were women, were trained by the ISS in 2014 under the Training for Peace programme.

Officers were trained in the conduct expected of them on UN missions, how to work with local police and communities, as well as gender awareness, child protection and respect for human rights. They also got briefings on the culture of the country they are deployed to.

Practical ISS training includes personal security, responding to kidnapping, negotiation, interview and mediation skills, advanced 4x4 driving, first aid, navigation, radio communication and how to talk to community leaders.

'The ISS has been a very good partner in preparing my officers to survive and excel on UN missions, and it makes them better police officers when they return to Malawi,' Luhanga says.

The Malawi police found the ISS' detailed training material and adult-based training methodology particularly useful. Many of the Malawian police officers were trained as instructors, which gives them greater responsibility and impact on their peace missions.

> "My officers are now better prepared for survival in some of Africa's most challenging places"

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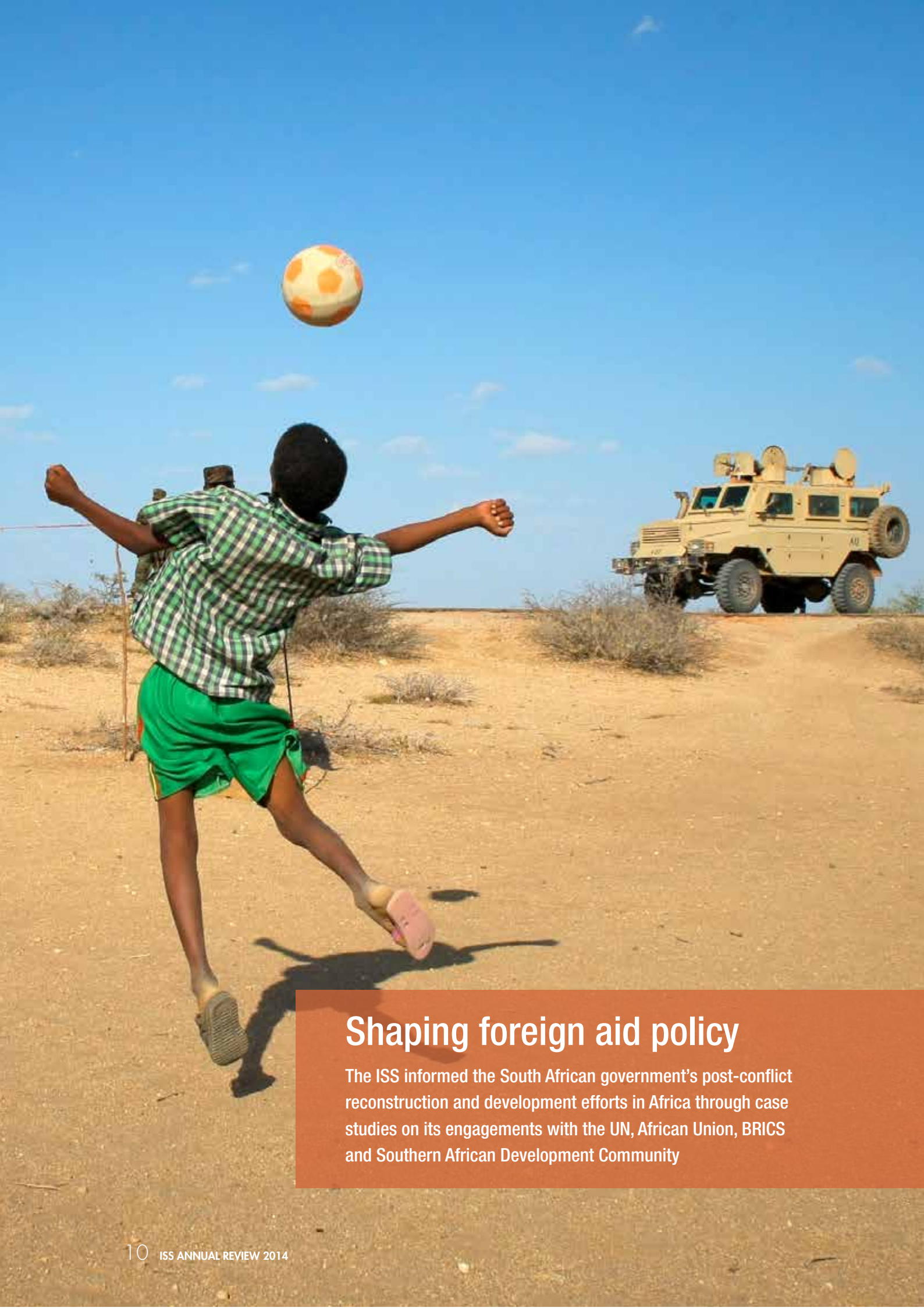

Shaping foreign aid policy

The ISS informed the South African government's post-conflict reconstruction and development efforts in Africa through case studies on its engagements with the UN, African Union, BRICS and Southern African Development Community

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Pre-deployment training

The ISS and Training for Peace programme pre-deployment training developed skills required by Ethiopian and Malawian officers to perform operational duties as AU-UN police. Training included rule of law, protection of civilians, human rights, community policing and responding to sexual and gender-based violence.

Sharing the lessons of peacebuilding

The ISS is developing a project to support a shift towards evidence-based policy in peacebuilding. International peacebuilding conferences, roundtables and seminars organised by the ISS provided a platform for discussions among global experts on critical assumptions that drive peacebuilding policy and practice.

The events were attended by senior peacebuilding experts from the UN Security Mission in Somalia, the UN Integrated Peace-building Office in Guinea Bissau, the Geneva Centre for Security Policy, and the UN Group of Experts on the Democratic Republic of Congo.

Contributing to foreign aid policy

The ISS made recommendations to the South African government's post-conflict reconstruction and development efforts in Africa through case studies on its engagements with the UN, AU, BRICS and Southern African Development Community.

Promoting international maritime security

Capacity building in ECOWAS

The ISS played a leading role in the development and approval of the ECOWAS Integrated Maritime Strategy (EIMS), and was asked to draft an EIMS implementation plan and priority activities for 2015 to 2017. The appointment of a dedicated senior maritime security researcher in the ISS Dakar office strengthened the relationship with ECOWAS.

The ability of stakeholders to effectively implement maritime strategies was aided by ISS participation in discussions on the focus and structure of the Djibouti Code of Conduct for the International Maritime Organisation.

National and regional perspectives on maritime security challenges were enhanced through maritime security seminars in Pretoria and Dakar.

Combatting maritime crime

The combatting of transnational organised crime at sea was addressed at a conference co-organised by the ISS, at the request of the European Union and Interpol. It was attended by 150 representatives from over 20 countries, ranging from law enforcement and justice, to financial intelligence units and the private sector.

Shaping African perspectives on the UN peacebuilding review

The ISS and the Centre on International Cooperation hosted a discussion in New York on African perspectives on the future of peacebuilding.

Guidance on police command in peace operations

The ISS, together with the UN Department of Peacekeeping Operations (UN DPKO) and the Swedish Police, hosted senior police leaders from 60 countries, including 24 from Africa, to discuss how to improve police command in peacekeeping operations.

ISS-TFP DELIVERED FIVE TRAINING COURSES IN SOUTH SUDAN, ETHIOPIA, MALAWI AND SOUTH AFRICA.

198 police officers WERE TRAINED, **35%** OF THEM **women**

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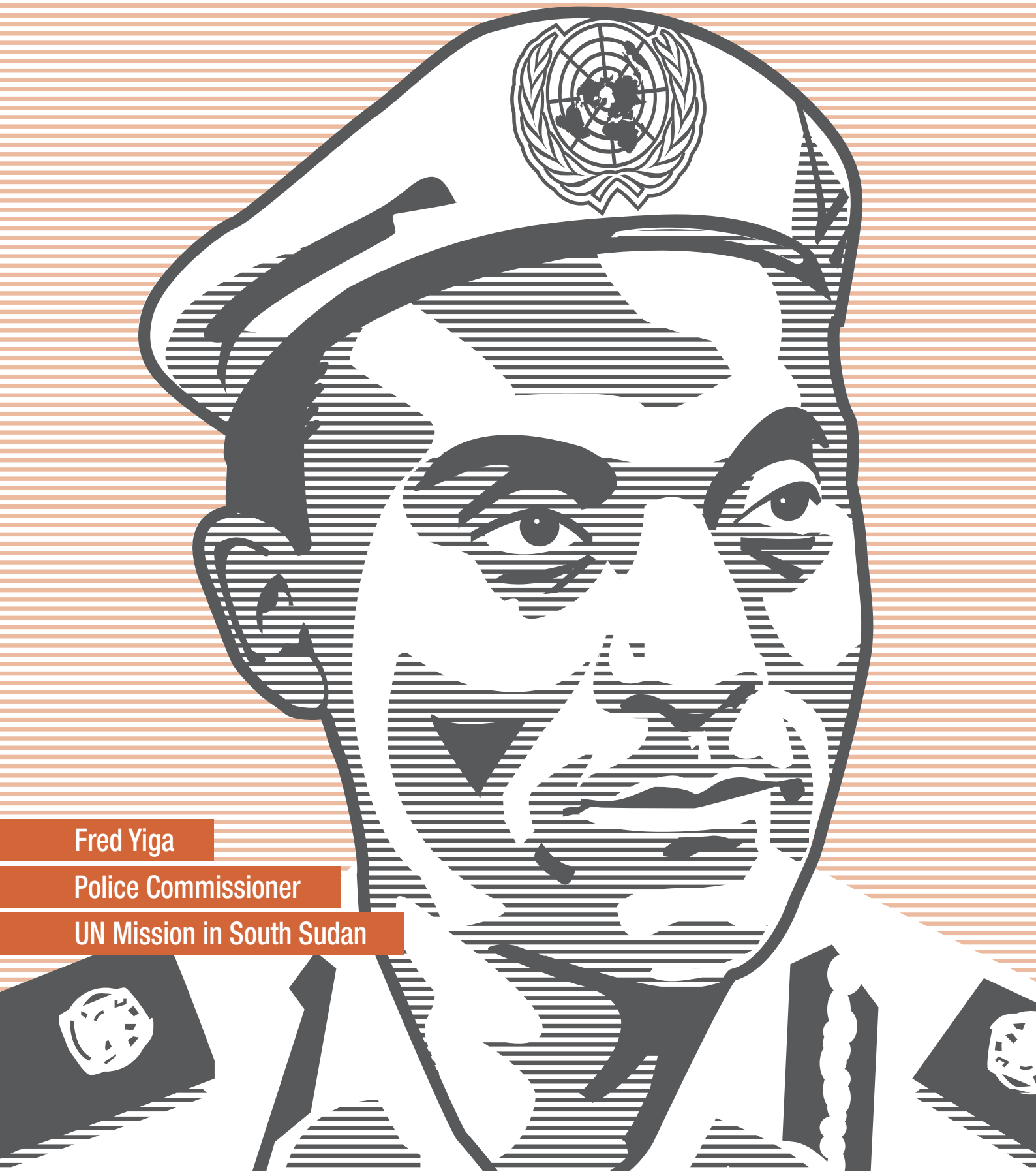

Fred Yiga

Police Commissioner

UN Mission in South Sudan

TRAINING FOR SUDAN'S CHALLENGES

The ISS prepared UN Police (UNPOL) for the challenging UN Mission in South Sudan (UNMISS).

'The ISS helped our officers to adapt to one of the world's most difficult conflicts,' says Fred Yiga, Assistant Inspector General of the Uganda Police Force and current Police Commissioner to UNMISS.

The ISS has collaborated with Yiga and UNMISS since 2013. The Sudan mission has huge challenges and a mandate that calls for the protection of thousands of internally displaced people who seek refuge in UN compounds.

Yiga invited the ISS to conduct a training needs assessment of knowledge and skills of mid-level police managers who work on issues such as community policing, rule of law and good governance, and their role as gender advisors.

Following the outbreak of violence in December 2013, the training was adapted to have a much stronger focus on the protection of civilians.

The ISS training enhanced officers' knowledge and skills relating to gender-based violence and the protection of children and vulnerable groups, and will be used as part of the induction training for all new UNPOL officers and advisors.

The ISS training was jointly developed with UNMISS UNPOL based on true ground scenarios, and tailored to equip UNMISS field commanders for specific challenges. 'Learning in South Sudan cannot be based on a generic understanding of conflict,' Yiga says. 'The ISS has trained a formidable UNPOL team. My officers are now proudly professional and understand the realities on the ground.'

He expects that the ISS approach will help to shape further UN policy on protection of civilians.

> "The ISS helped our officers to adapt to one of the world's most difficult conflicts. The ISS has trained a formidable UNPOL team."

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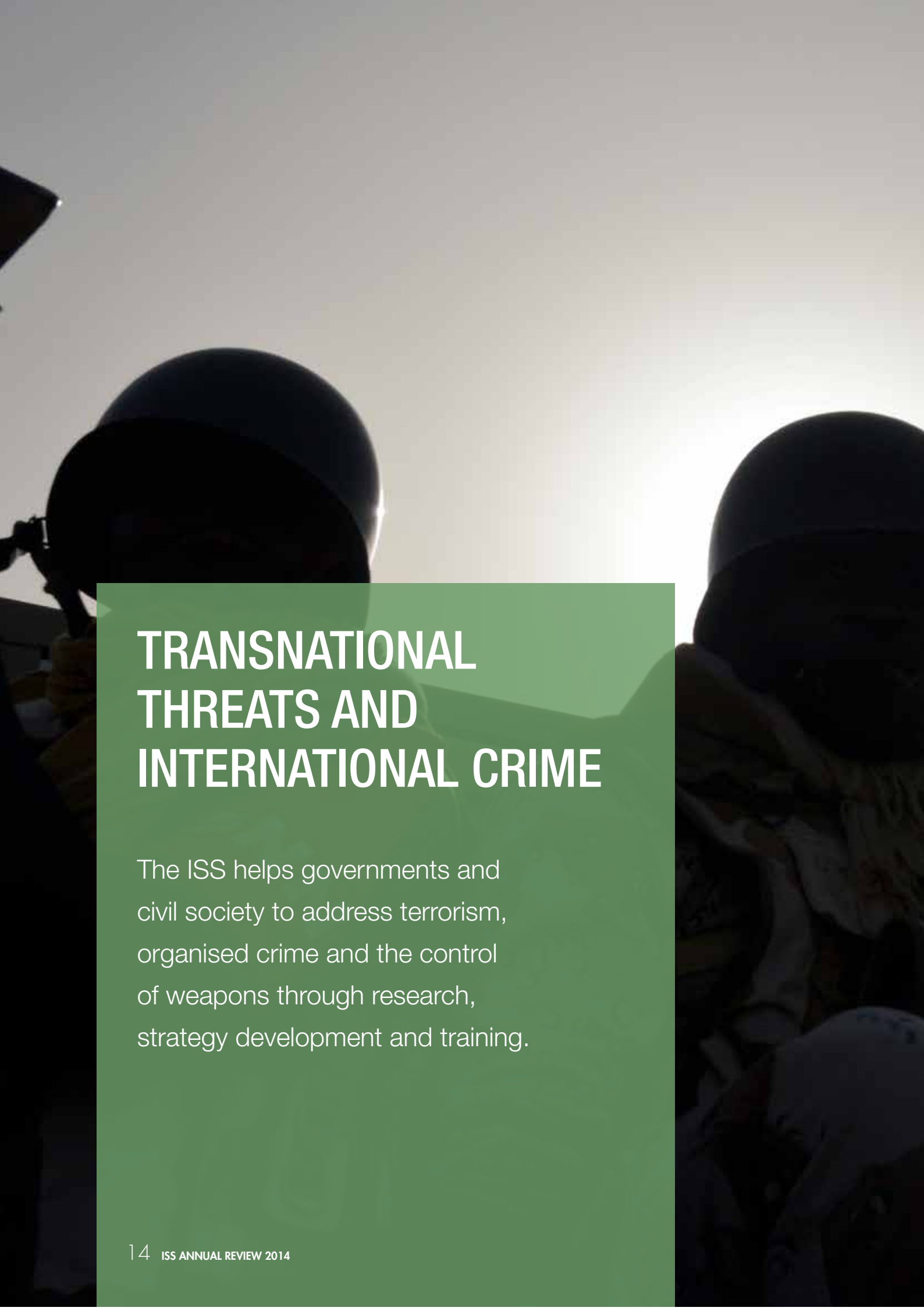

TRANSNATIONAL THREATS AND INTERNATIONAL CRIME

The ISS helps governments and civil society to address terrorism, organised crime and the control of weapons through research, strategy development and training.

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This session was an eye opener in educating people on the causes of terrorism. I want to have further engagement with the ISS at government level.

Mwenda Njoka
Strategic Communications Advisor
Office of the President, Kenya

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Shaping global policy

The ISS works with various UN bodies to help shape counter-terrorism policy and strategy

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The EU adopted the findings outlined in an ISS review of its Sahel Counter-Terrorism Strategy

The ISS is a leader in counter-terrorism training in Africa

- The ISS partnered with institutions such as the Economic Community of West African States (ECOWAS), the East African Police Chiefs Cooperation Organisation (EAPCCO), Interpol and governments including Ethiopia, Burkina Faso, Senegal and Mauritania to reach law enforcement professionals with immersive and tailor-made training on counter-terrorism.
- The ISS hosted 10 training courses in 2014 for law enforcement agencies in East and West Africa, providing knowledge and investigative skills for responding to terror attacks.

Influencing global counter-terrorism policy and strategy

ISS Managing Director Anton du Plessis worked with various UN bodies during 2014 to help shape counter-terrorism policy and strategy.

Du Plessis is a World Economic Forum (WEF) Young Global Leader and a member of the WEF Global Agenda Council on Fragility, Violence and Conflict. He is the only African representative on the WEF Meta-Council on the Illicit Economy.

Being positioned in this way enables the ISS to ensure that African perspectives and priorities are included in global decision making.

Launch of the International Institute for Justice and the Rule of Law

The ISS is an active participant in the Global Counter-Terrorism Forum's Working Group on Criminal Justice and the Rule of Law, which launched the International Institute for Justice and the Rule of Law (IIJ) in Malta in June.

The ISS collaborated with the Global Centre on Cooperative Security and the International Centre on Counter-Terrorism to produce a guide on curriculum design for the IIJ, and collaborated with the IIJ in delivering training.

Radicalisation research

Gathering evidence to support counter-terrorism responses is central to the ISS' work. In 2014 the ISS published unique empirical research on the drivers of radicalisation in Kenya and Somalia. The findings inform both policy and practices to counter violent extremism and support rule-of-law responses in East Africa.

The research was based on interviews with former al-Shabaab fighters and provides insight into the radicalisation of recruits.

Among the abundant media coverage of the research was a two-page opinion article by the ISS in a leading East African newspaper.

EU CT Sahel strategy

The ISS conducted a comprehensive review of the EU's Sahel Counter-Terrorism Strategy, the findings of which have been adopted by the EU.

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The ISS was asked by the DRC, Mali, South Africa, Swaziland, Tanzania and Zambia to provide technical assistance on implementing the Arms Trade Treaty

Controlling the spread and use of arms

The ISS Arms Management Project attended the UN Programme of Action on Small Arms and Light Weapons Biennial Meeting of States in New York in June 2014.

This was followed by requests for technical assistance on the Arms Trade Treaty (ATT) from the Democratic Republic of Congo (DRC), Mali, South Africa, Swaziland, Tanzania and Zambia.

The ISS also facilitated discussions in six countries to explore the ratification and implementation of the ATT, which regulates the international trade in conventional arms. The discussions included representatives of foreign affairs, military and police in the DRC, Malawi, Mozambique, Swaziland, Tanzania and Zambia.

The ISS hosted a high-level meeting on the ATT in Pretoria, the first event of its kind in the Southern African Development Community (SADC).

Coordinating national arms control in SADC

The ISS helped the Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO) regional committee on small arms and light weapons to coordinate national arms control activities across the SADC region.

The ISS also assisted in revising SARPCCO's public awareness document, and drafting a template for SADC countries' quarterly reporting on firearms operations. This support will enable SARPCCO to coordinate regional law enforcement to curb firearm-related crime.

UN resolution on non-proliferation

The ISS Weapons of Mass Destruction Project, with the UN and African Union, launched a project to help African states to implement UN Security Council Resolution 1540. This resolution obliges member states to develop and enforce legal measures against the proliferation of nuclear, chemical and biological weapons.

The ISS also organised a workshop in April on behalf of the South African government on the implementation of the Resolution 1540. The workshop was co-hosted with the UN Regional Centre for Peace and Disarmament in Africa and drew on insights provided by the experts of the committee established by Resolution 1540.

Implementing sanctions

The ISS Weapons of Mass Destruction Project and International Institute for Strategic Studies co-hosted a regional outreach seminar in Addis Ababa on behalf of the UN Panel of Experts on North Korea. This follows previous work undertaken by the ISS on the challenges of African states implementing UNSC sanctions regimes.

Toward nuclear safety strategies and frameworks

The European Commission and the ISS held a seminar in Pretoria on strengthening the peaceful use of nuclear energy in Southern Africa. Following the seminar, the European Commission asked the ISS to collaborate on other activities, including a nuclear safeguards training workshop.

> The main aim was for the EU to engage with Southern African countries in nuclear safety, security and safeguards. The outcomes were far beyond our best expectations.
>
> Adriaan van der Meer
> European Commission

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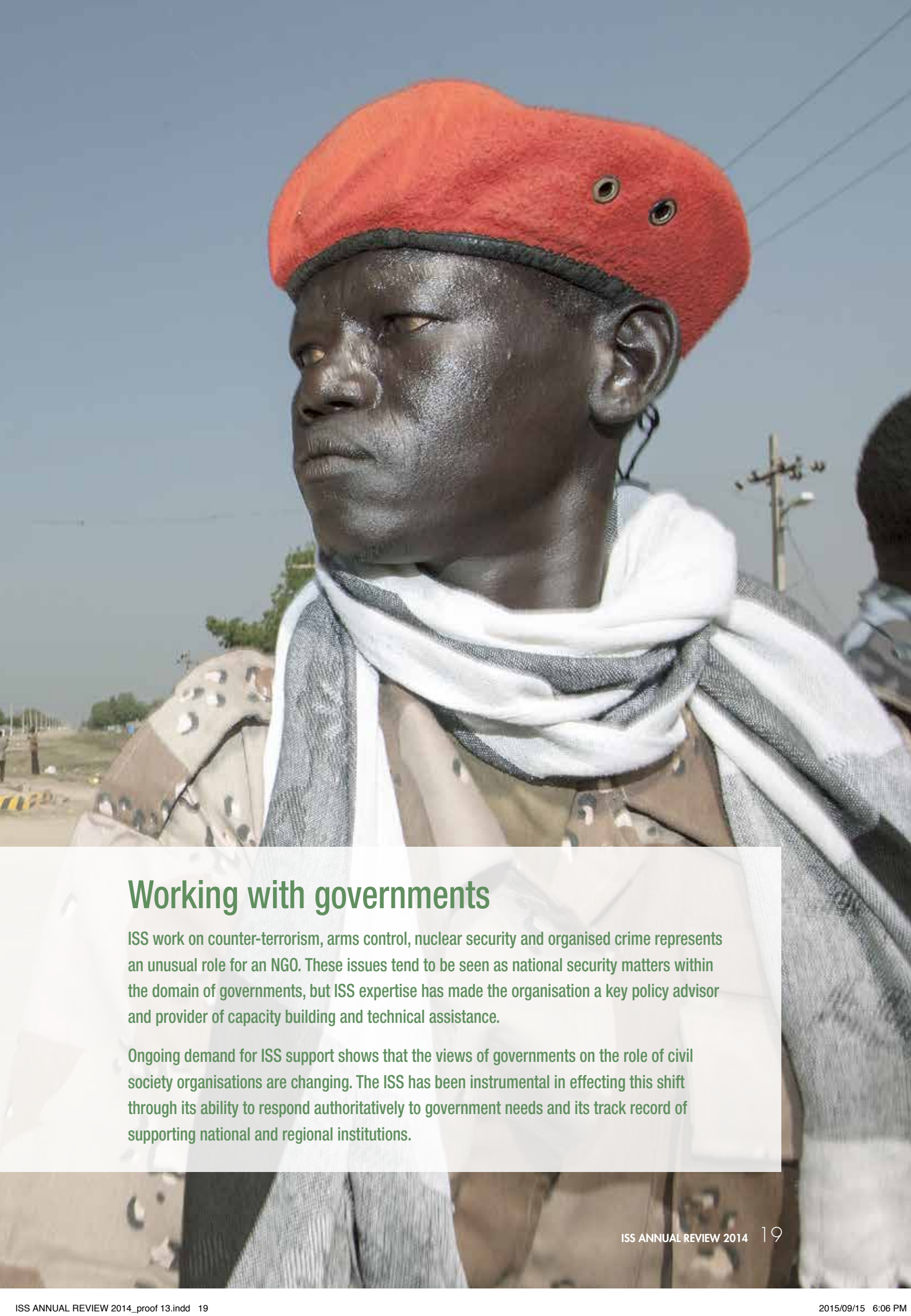

Working with governments

ISS work on counter-terrorism, arms control, nuclear security and organised crime represents an unusual role for an NGO. These issues tend to be seen as national security matters within the domain of governments, but ISS expertise has made the organisation a key policy advisor and provider of capacity building and technical assistance.

Ongoing demand for ISS support shows that the views of governments on the role of civil society organisations are changing. The ISS has been instrumental in effecting this shift through its ability to respond authoritatively to government needs and its track record of supporting national and regional institutions.

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TACKLING TERRORISM AND TRANSNATIONAL CRIME

ISS training for prosecutors has helped East Africa to combat crime and terrorism.

'We are now better equipped to prevent terrorism through measures which identify and deal with terror plots before offences are committed,' says Eliezer Feleshi, a Tanzanian high court judge and former director of public prosecutions (DPP).

Feleshi was in the DPP post for seven years, has headed the East African Association of Prosecutors (EAAP) and was also vice president of the Africa Prosecutors Association.

'Working with the ISS has strengthened the East African region's ability to combat crime and terror,' says Feleshi.

'We can't wait until we are bombed [before taking action]. Now, following the ISS training, we can cripple the terrorists by dealing with the smaller terrorism-related offences before they lead to bigger crimes.'

ISS training for East African prosecutors has covered terrorism, transnational crimes, international criminal justice, witness protection, mutual legal assistance and extradition.

'The ISS was very helpful,' Feleshi says. 'It strengthened the capacity of our people and helped us to prosecute terrorism cases and prepare documents for mutual legal assistance and extradition requests, such as those from Uganda following the 2010 bombing of Kampala by al-Shabaab. It made a great difference and had great impact.'

Feleshi says he has also requested ISS support in training the Tanzanian judiciary.

> "We are now better equipped to prevent terrorism. Working with the ISS has strengthened the East African region's ability to combat crime and terror."

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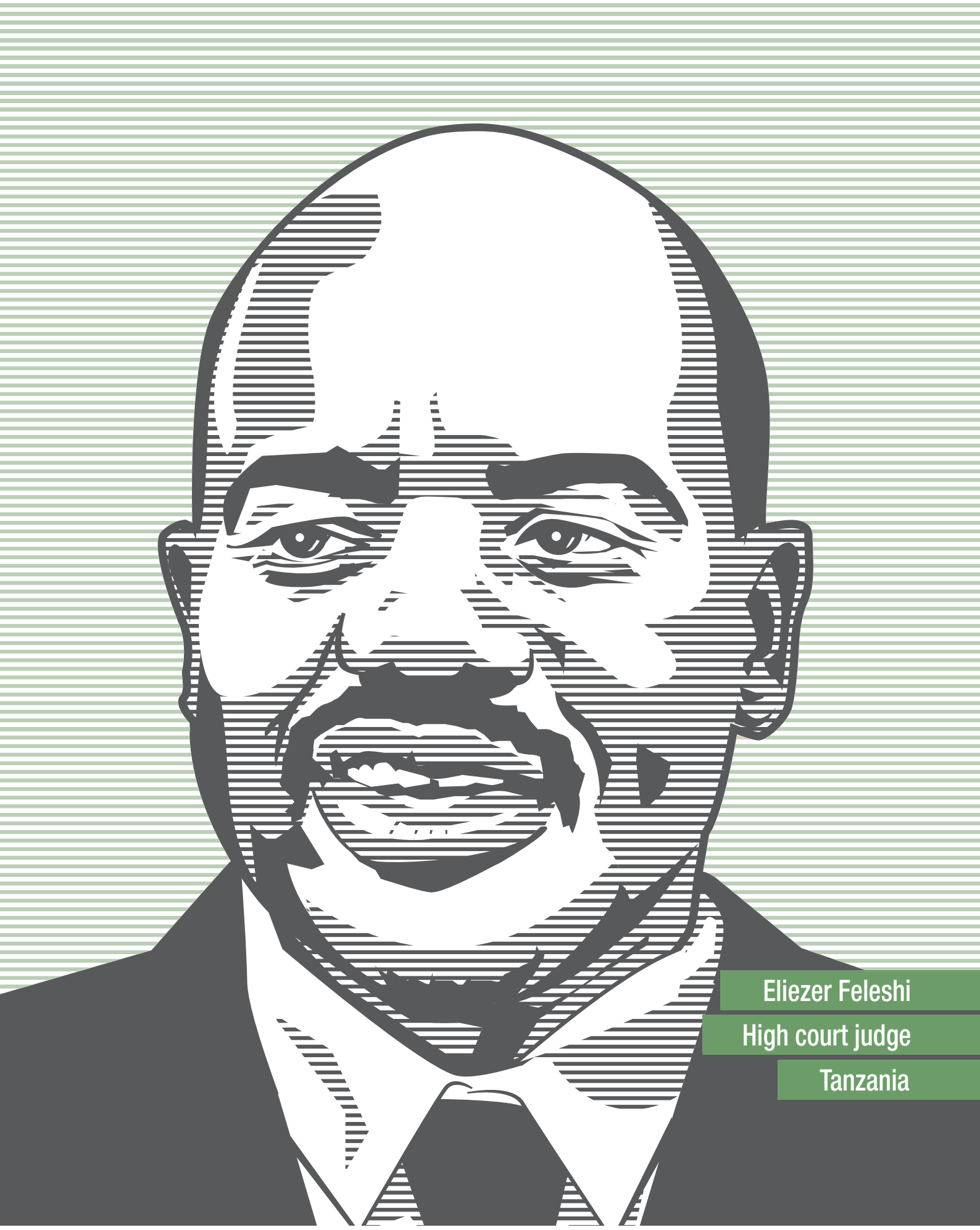

Eliezer Feleshi

High court judge

Tanzania

She wanted to know why one of her sons was a policeman, and the other a militant with a violent extremist organisation

Inspiration from the triangle of death

Ten years ago in eastern Algeria, in a region known as the 'triangle of death', Anneli Botha met a mother with a tragic question. She wanted to understand why one of her sons was a policeman, and the other a militant with the violent extremist organisation, the Armed Islamic Group (GIA).

'That was a defining moment,' says Botha, a senior ISS researcher. 'Why are there such different outcomes in the lives of people from the same background?'

Her research has focused ever since on the causes of terrorism, and how best to respond to it.

Armed with politics degrees, Botha started her career in police intelligence, working on extremism from the left and right during South Africa's transition to democracy. Her 10 years in the police focused on terror and the cross-border nature of extremism.

She started her ISS career with research into the Southern African Development Community's response to terrorism, and a vulnerability study in East Africa, which led to the opening of the ISS office in Addis Ababa.

She has for the past 15 years played a major role in articulating a much-needed African perspective on terrorism.

In 2014, Botha released an acclaimed ISS paper based on her PhD study into the different causes behind the radicalisation of young men who join the Mombasa Republican Council and al-Shabaab on Kenya's east coast. This led to a similar study on al-Shabaab in Somalia.

For the first time, fieldwork and qualitative interviews were able to show that Kenya's counter-productive response to terror was actually fuelling more violent extremism.

Among Botha's current research interests is the long-term threat of foreign fighters travelling between Europe and Africa. She relaxes through tactical shooting, a highly individualistic sport that requires speed, accuracy and complete focus.

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> The ISS has proved to be the champion of Africa by convening an important event to discuss the difficult question of international criminal law and Africa. We have greatly benefited and left much wiser.
>
> Augustine Makgonatsotlhe
> Ministry of Defence, Justice and Security
> Botswana

Understanding international justice

A roundtable discussion with the International Criminal Court (ICC) provided valuable insights to African states. International justice is controversial in Africa, and the event provided a rare opportunity for critical and constructive debate to take place among experts with opposing viewpoints.

The outcomes were particularly relevant for Botswana, which is finalising a law implementing the provisions of the Rome Statute.

Support to institutions

ISS researchers contributed to the Netherlands Embassy dialogues on international justice, attended by judges, international organisations and ICC Chief Prosecutor Fatou Bensouda.

Judge Abdulqawi Ahmed Yusuf of the International Court of Justice acknowledged the key role the ISS plays in debates on international justice, and the balanced support it provides to institutions.

Building witness protection capacity

The ISS co-hosted a high-level workshop to promote witness protection in partnership with the Africa Prosecutors Association, the South African Office for Witness Protection and the South African Department of Justice and Constitutional Development.

Witness protection practitioners from 10 countries in East, West and Southern Africa shared lessons and developed national plans to implement witness protection legislation and programmes.

The ISS is at the forefront of efforts in Africa to build witness protection services and is a leading resource in Africa on the issue. An ISS book published in 2010 on witness protection in Africa remains the only guide of its kind.

Building capacity of prosecutors and judicial officers

The ISS seeks to strengthen rule-of-law responses to complex crimes by working with judges, law enforcement officers and prosecutors. The ISS supported the Africa Prosecutors Association (APA) with training on sexual and gender-based violence and environmental crime.

Some 92% of participating prosecutors from Angola, the DRC, Egypt, Kenya, Lesotho, Mozambique, Namibia and Uganda said they would use what they had learnt in their prosecutorial work.

The ISS also assisted with the APA's conference that led to the adoption of the Kinshasa Declaration of 2014. This calls on members to prioritise regional and international cooperation to address transnational crime in Africa.

Building media capacity to report on organised crime

An ISS study found that impunity for crime and corruption encourages criminality among state officials and leaders in West Africa, the Sahel and the Maghreb. Training was provided in collaboration with the Global Initiative on Transnational Organised Crime to 16 investigative journalists. Following the seminar, all participants described their ability to find and write investigative stories as 'excellent'.

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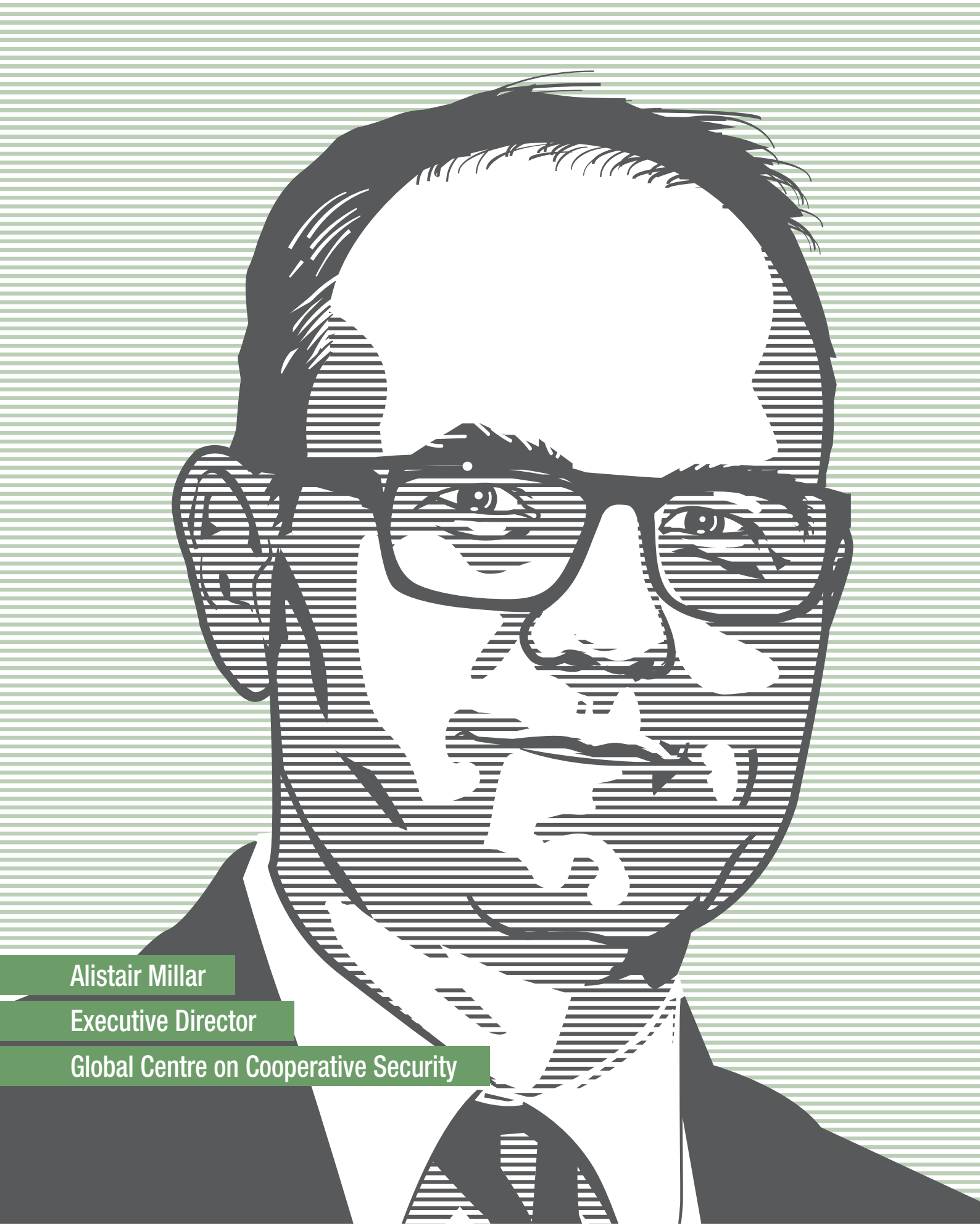

Alistair Millar

Executive Director

Global Centre on Cooperative Security

AN AFRICAN PERSPECTIVE ON TERRORISM

The ISS ensures African stakeholders are included in developing the global counter-terrorism policy agenda.

A memorandum of understanding signed in 2014 with the Global Centre on Cooperative Security (GCCS) in Washington DC gives the ISS a voice on the world stage, making it a key civil society commentator and advisor on counter-terrorism internationally. The ISS has worked closely with GCCS for eight years.

'The combination of the ISS with its Africa focus, and the Global Centre with its global focus and proximity to the UN, has enabled us to increase international awareness of African perspectives on security,' says GCCS Executive Director Alistair Millar.

Millar says the ISS plays a vital role in ensuring African stakeholders are included in the development, implementation and oversight of counter-terrorism policies. 'The ISS is leading a more strategic approach to issues that threaten the security of Africans.'

In 2007, GCCS and the ISS helped implement the UN General Assembly's Global Counter-Terrorism Strategy in Southern Africa. They have collaborated on training and helping governments to take a more principled, rule-of-law-based and preventative approach to transnational security issues.

In 2011-12 the ISS and GCCS worked on an ISS-led initiative to assist the Economic Community of West African States to develop its own counter-terrorism strategy.

'We have directly helped hundreds of individuals on important issues including human rights and terrorism case development.'

> "The ISS is leading a more strategic approach to issues that threaten the security of Africans"

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I congratulate the team of experts for the high quality of their investigation work

Abdoulaye Diop
Minister of Foreign Affairs
African Integration and International Cooperation of Mali

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CONFLICT PREVENTION AND RISK ANALYSIS

The ISS enhances human security through research that informs African and international policy. It provides analysis about the complex security environment of the fragile continent, and ensures African perspectives are reflected in the global security conversation.

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The ECOWAS president expressed his appreciation for the ISS' role in developing security strategies for the region

Humanitarian aid in Mali

The Japan International Cooperation Agency (JICA) in Senegal asked the ISS for analysis of Mali's security situation to inform JICA's resumption of its Mali operations after a 2012 military coup.

The ISS warned against planning humanitarian and development projects in ways that entrench a north-south dichotomy.

ECOWAS security policies

The president of the Economic Community of West African States (ECOWAS) expressed his great appreciation for the constructive collaboration with the ISS in developing the region's counter-terrorism strategy and subsequent training, development of the ECOWAS Integrated Maritime strategy, and the ECOWAS Peace and Security Reports.

Political debate on Burkina Faso

The ISS prepared an ECOWAS Peace and Security Report to draw attention to political tensions in Burkina Faso.

The report warned about the risk of constitutional changes as envisaged by President Blaise Compaoré.

Analysing AU policies

The ISS helped inform policy development through a paper on the peace and security architecture of the African Union (AU), dealing with the AU's right of intervention.

Informing the AU Peace and Security Council

The Peace and Security Council (PSC) is the AU's standing decision-making body responsible for maintaining peace and security.

The ISS' *Peace and Security Council Report*, the only publication of its kind, was launched in July 2014 in a new format with an associated online version.

It follows the PSC agenda in a manner similar to the UN-focused *Security Council Report*. The ISS' monthly analyses of issues raised at PSC meetings are influential and help to publicise and inform the PSC's work.

Two options proposed in the PSC Report were reflected in the PSC's communiqué on Libya and adopted at ministerial level, including the establishment of an International Contact Group for Libya.

INSIGHTS PROVIDED TO >70 OFFICIALS AT foreign and defence ministries FROM 5 COUNTRIES DURING ISS' EUROPEAN BRIEFING TOUR

ISS ANNUAL REVIEW 2014_proof 13.indd 28 2015/09/15 6:06 PM

Guiding global policy on Africa

The ISS has close relationships with governments and organisations that work to prevent conflict in Africa.

- The ISS co-hosted a high-level workshop in Addis Ababa with the Council on Foreign Relations, to discuss the continent's peace and security architecture. Speakers from the AU, UN, EU and US, civil society organisations and think tanks engaged in candid debates on the security challenges facing Africa, and responses to those challenges.
- Two ISS senior researchers were appointed by the UN Secretary-General to the UN Panel of Experts on the Central African Republic, and the UN Panel of Experts on Côte d'Ivoire. This shows that ISS experts are held in high regard internationally, and enables the ISS to directly shape responses to conflict and crisis in Africa.
- The German Bundestag invited the ISS to a discussion on how to address African security and conflict reduction.
- The ISS is cooperating with the United States Institute for Peace on research into the foreign policy impact of domestic security and politics in Uganda and Chad.
- The annual ISS European briefing tour provided insights and analysis of changing security dynamics across Africa. More than 70 European officials at foreign and defence ministries were briefed in Norway, Sweden, Belgium, Denmark and the Netherlands.

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Informing the AU Peace and Security Council

The ISS briefed the AU Peace and Security Council on unconstitutional changes of government and popular uprisings in Africa. This informed the subsequent statement by the PSC on the issue.

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The ISS helped host the Maseru PSC Retreat on enhancing relations between civil society and the PSC

Engagement with civil society

At the request of the Lesotho government, which chaired the AU Peace and Security Council during February 2014, the ISS assisted in hosting the Maseru PSC Retreat.

The retreat aimed to enhance civil society engagement through a review of the Livingstone Formula, which establishes how civil society groups relate to the work of the PSC.

Popular uprisings

The ISS made a lead presentation at the AU Peace and Security Council open session on unconstitutional changes of government and popular uprisings in Africa. This informed the subsequent statement by the PSC on the issue.

Understanding the Egyptian situation

The ISS Addis Ababa team was asked to brief the AU High-level Panel on Egypt. They outlined options available to the AU and the pros and cons of lifting the suspension of Egypt from AU activities.

Policy in the Sahel

At the request of the Ministerial-Coordination Platform on Strategies for the Sahel, the ISS produced a detailed mapping and analysis of multilateral partners' strategies on security, governance and development in the Sahel region.

The analysis was carried out in partnership with the European Centre for Development Policy Management and the African Governance Institute.

At the request of the World Bank, the ISS produced an overview of security risks in the Sahel region to help the bank plan its intervention strategy.

Analysing election conflict

The results of pre-election research by the ISS in six West African countries informed the ECOWAS Peace and Security Reports on Burkina Faso, Togo and Benin.

The research was released at a seminar in Dakar, which presented country-specific conflict prevention recommendations and reached a wide audience of political actors, decision makers and journalists.

> We congratulate you for the quality of the work and hope we can count on your support for the finalisation of the cartography project
>
> Pierre Buyoya
> Head of the AU Mission for Mali and the Sahel

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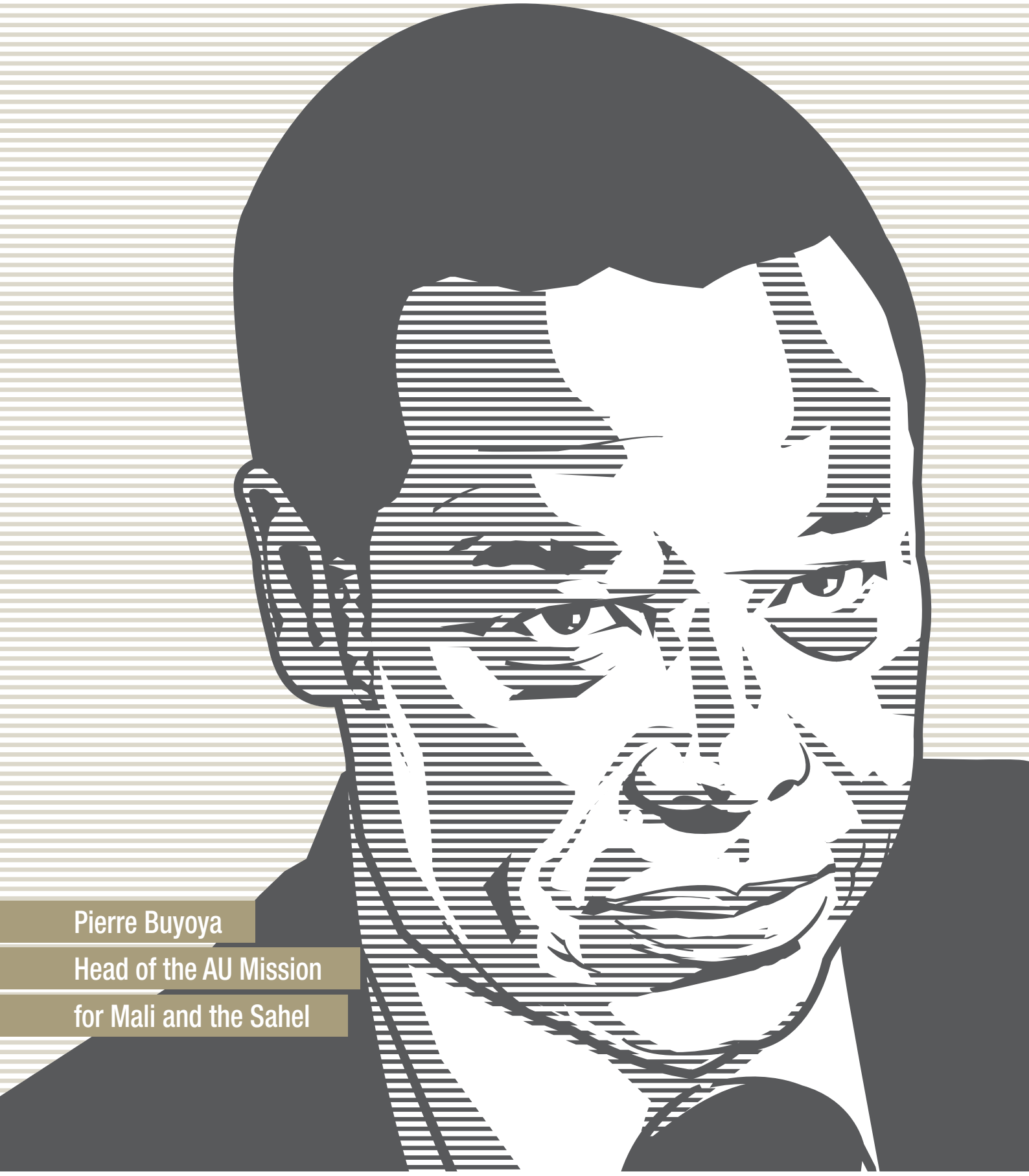

Pierre Buyoya
Head of the AU Mission
for Mali and the Sahel

MAPPING SAHEL SECURITY THREATS

In November 2013, Sahel-Saharan ministers, the African Union (AU) and other regional and international organisations established a ministerial platform to coordinate strategies that address the complex political, security and humanitarian situation in the Sahel.

Its technical secretariat, chaired by the AU and UN, asked the ISS, European Centre for Development Policy Management and African Governance Institute to analyse the different Sahel strategies of organisations ranging from the African Development Bank, Economic Community of West African States and AU to the World Bank, EU and UN.

Their research identified gaps and overlaps in approaches to the Sahel's security threats, and found the strategies had a similar focus on resilience, development, infrastructure, governance and education.

'The work of the ISS and its partners means that for the first time, we have a clear high-level view and understanding of different approaches to the Sahel and their implementation capacities,' says Pierre Buyoya, Head of the AU Mission for Mali and the Sahel.

Buyoya says the study is important because the nature of the crisis in the Sahel calls for clarity and precision. 'The work has far-reaching policy impact. We can't afford to be competing or squandering development and security resources. Governments, NGOs and regional or international organisations can now better coordinate their responses.'

> "The work of the ISS and its partners means that for the first time, we have a clear high-level understanding of different approaches to the Sahel. The work has far-reaching policy impact."

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The ISS signed a memorandum of understanding with the AU to expand cooperation on peace and security, and governance matters

Field research to inform policy

- ISS conducted field research into political developments in Kenya, Ethiopia, Central African Republic, Democratic Republic of Congo, Burundi, Namibia, Zambia, South Sudan, Togo, Burkina Faso, Rwanda, Benin, Guinea-Bissau and Lesotho. The results were published as part of the ISS' series of regional reports on East, West, Southern and Central Africa.
- Ivorian authorities partnered with the ISS to undertake research analysing religious radicalism related to Islamist and Christian movements, as well as relationships between Shi'a communities in Côte d'Ivoire and the Hezbollah.

A resource for African and international media and policymakers

ISS staff have conducted more than 250 interviews with African and international media including frequent appearances on the BBC, Radio France Internationale, Deutsche Welle, Al Jazeera, and CNN. Staff have provided more than 180 briefings for diplomats, policymakers and NGOs about key developments on the continent.

Partnership with the AU

The ISS extended its long relationship with the African Union through a memorandum of understanding (MOU) for expanding cooperation on peace and security, governance, corruption, terrorism, crime and justice.

The MOU will improve the ISS' ability to shape policy at the continental level. Closer ties with the AU Commission can also improve the accuracy and impact of the ISS' advisory, technical assistance and training work with policymakers and government officials across Africa.

Leading the terrorism debate

On the eve of the AU Peace and Security Council's inaugural extraordinary summit in Nairobi, dedicated to terrorism in Africa, ISS convened a high-level debate on what the AU could and should be doing.

At the event, Ambassador Francisco Madeira, the AU's special envoy for counter-terrorism, publicly recognised the ISS' leading role in the debate on terrorism in Africa.

African leadership in peace and security

The ISS collaborated with the AU, African Centre for the Constructive Resolution of Disputes, Centre for Humanitarian Dialogue, and the Mwalimu Nyerere Foundation to host a high-level event to pay tribute to one of Africa's leading statesmen, Salim Ahmed Salim, at the AU headquarters in Addis Ababa.

Nkosazana Dlamini-Zuma, Chairperson of the AU Commission, noted Salim's achievements in the peace and security arena, as well as the role of independent organisations like the ISS in advancing human security in Africa.

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Understanding the dynamics of conflict

Lori-Anne is head of the West African office of the ISS in Dakar, and a specialist at analysing peace and security issues from the viewpoint of those involved in conflicts.

She is a researcher, political analyst and trainer with 15 years' experience in conflict, elections and the dynamics of the AU and UN. Her ISS role includes policy research into peace and security challenges, and the social, political and security situation in West Africa.

Lori is fluent in French, Spanish and English, and speaks basic Slovak, German and Russian. She has a PhD in anthropology from the University of Toronto, based on fieldwork in the then government-held south and rebel-held north of Côte d'Ivoire.

As an anthropologist, Lori firmly believes in the value of field research and is particularly interested in the individual and social dimensions of decision making on peace and security. She believes that understanding these often intangible dimensions is just as important as grasping larger geo-political issues.

Before joining the ISS in 2012, Lori was a senior researcher at the University of Montreal's Research Network on Peace Operations, where she ran training programmes for francophone state representatives to the UN and the AU.

She has evaluated peace and security needs of the Economic Community of Central African States, and coordinated an observer mission during the 2011 Côte d'Ivoire elections.

Lori's recent publications cover the fight against Boko Haram in Nigeria, and approaches to peace operations in northern Mali. She has also written on Africa's responsiveness to crises, and the 2010 electoral process in Côte d'Ivoire.

Among her research interests are the anthropology of media, conflict and violence, post-conflict democratic processes, and UN versus AU conceptions of peace operations.

Lori likes photography and yoga, and is passionate about herbal therapies and alternative medicine. She served as a jury at the Vues d'Afrique film festival and helped to bridge gaps between Roma and non-Roma communities in Slovakia.

Understanding individual and social dimensions of decision making is as important as grasping larger geo-political issues

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Reaching a wide audience

ISS staff have conducted more than 250 interviews with African and international media including the BBC, Radio France Internationale, Deutsche Welle, Al Jazeera, and CNN

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Enabling swift responses to crises

ISS researcher Yolande Bouka is a Great Lakes specialist. Her early-warning work on Burundi's escalating political tensions brought attention to a volatile region ahead of an attempted coup and crucial 2015 general election.

Based in the ISS Nairobi office, Bouka has a PhD in International Relations with a thesis on transitional justice in Rwanda after the 1994 genocide.

Some of her recent field research looked at attempts by Burundi's ruling party to allow President Pierre Nkurunziza to secure a third term, in violation of the constitution.

'A lot of African and international organisations are now looking more closely at Burundi and with greater understanding of its political crisis,' Bouka says. This has helped to position the ISS as an organisation that sets the pace in African conflict analysis.

Before joining the ISS in January 2014, Bouka lectured at the American University in Washington DC.

She is currently setting up a network of Nairobi-based organisations working on Great Lakes policy to keep the region on the international agenda while attention is focused on terrorism and militancy in East and West Africa.

Bouka also specialises in gender issues, a growing area of ISS work. Her other research looks at female combatants in Namibia's liberation struggle, the role of women in Kenya's defence forces, and Rwanda's political opposition in exile. Her ISS fieldwork has taken her to Burundi, Rwanda and Tanzania.

Bouka's ambition is to make ISS policy analysis more accessible to decision makers, and to inspire governments and regional organisations to respond more swiftly to emerging crises. 'Early warnings are not enough; they need to inspire action that makes people safer,' she believes.

In her limited spare time, Bouka enjoys African history and Thai boxing.

My ambition is to make ISS policy analysis more accessible and to inspire governments to respond more swiftly to emerging crises

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> The ISS crime analysis will provide a sound basis for decision making with respect to the safety strategy
>
> Nazira Cachalia
> Programme Manager
> Johannesburg City Safety

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GOVERNANCE, CRIME AND JUSTICE

From examining crime statistics and police brutality to promoting violence prevention, the ISS seeks to improve criminal justice and enhance government accountability for corruption and human rights transgressions.

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Better crime statistics

A high-profile ISS campaign in 2013 to highlight flaws in the official crime statistics resulted in the police minister taking steps to improve the crime statistics in 2014

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The ISS and the University of Cape Town are driving a national programme to address crime and violence through parenting support programmes

Mapping election violence

Before the May 2014 national elections in South Africa, concerns were raised about public violence and its impact on voters.

The ISS provided independent data and analysis of 90 violent election-related incidents. It found the most contested provinces experienced the highest number of incidents, and violence increased where dominant party power was challenged by new parties. By drawing on the first ever baseline of election-related violence in South Africa, analysts will be able to assess whether violence increases in future elections. The Independent Electoral Commission (IEC) expressed interest in developing the system for the 2016 local government elections.

Mapping public violence

The election initiative forms part of the broader ISS public violence-mapping project. The project is available on the web-based ISS Crime Hub – South Africa's only comprehensive, updated and publicly available source of data on crime and violence. The hub was visited by more than 20 000 people in 2014.

Improving national policing policy

Submissions by the ISS on South Africa's Green Paper on Policing contributed to a decision by government to compile two separate white papers on police and on safety and security.

The Civilian Secretariat for Police discussed a draft White Paper on Police with ISS analysts before it was finalised for public comment.

The ISS was asked by the minister of police to provide a report on demilitarising the police, a key recommendation in South Africa's National Development Plan. This was the first report on this issue to be considered by the minister.

Reducing youth violence

The ISS and the University of Cape Town (UCT) are driving a national programme to address crime and violence through parenting support programmes, which the state can implement nationally.

Based on research that showed consistent parenting lowers the risk of violent behaviour in children, the Western Cape government has already made parenting support a policy priority and asked the ISS and UCT to help expand parenting programmes in the province.

Budgetary provisions for parenting infrastructure and human resources are expected to be included in the Western Cape's next provincial budget.

A video developed by the ISS-UCT team was used by the World Health Organisation to promote its Parenting for Lifelong Health programme, and was screened at an international violence reduction conference.

> The ISS played an important role. The impact of this assistance will be far-reaching.
>
> Luyanda Qhomfo
> Civilian Secretariat for Police

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ACCOUNTABILITY FOR POLICE BRUTALITY

Prominent human rights lawyer George Bizos relied on ISS expertise to inform his marathon cross-examination of the National Commissioner of the South African Police Service (SAPS), Riah Phiyega, at the Marikana Commission of Inquiry.

The Marikana Commission probed the August 2012 police shooting of protesters during a strike at Lonmin's Marikana platinum mine. The tragic event led to 34 deaths and 78 serious injuries, and is the most serious police killing of the post-apartheid era.

'In preparing our cross-examination of the National Commissioner, the research of Gareth Newham and other ISS researchers significantly informed our understanding of the levels of police brutality in our society and the increasing lack of accountability within the SAPS,' Bizos said.

As part of his cross-examination of the National Commissioner, Bizos introduced into evidence an ISS analysis of government data that demonstrates how increased police brutality and weak police accountability were negatively affecting police relationships with communities.

A veteran anti-apartheid campaigner, Bizos represented Nelson Mandela and his co-accused at the Rivonia treason trial in the 1960s.

He argued that the conduct of the police at Marikana was unlawful and in breach of SAPS Standing Orders, South Africa's legislation and the constitution. He said the SAPS used excessive lethal force, and their response was grossly disproportionate to any threat that they faced.

> "ISS researchers significantly informed our understanding of police brutality and the increasing lack of accountability in the SAPS"

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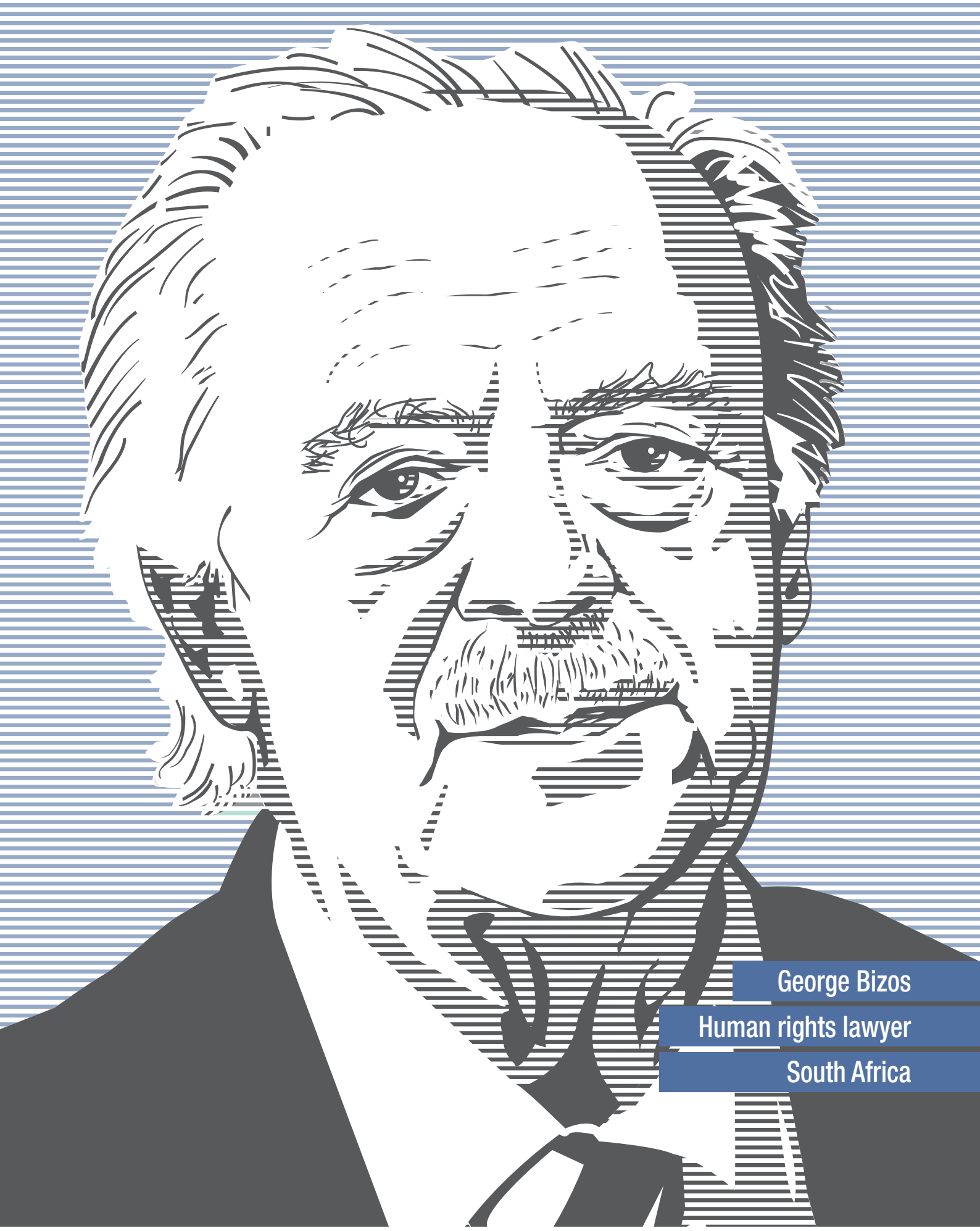

George Bizos

Human rights lawyer

South Africa

Both ISS submissions to the Khayelitsha Commission of Inquiry were published in full in the commission's final report

Helping policing inquiries

The ISS played an important role in commissions of inquiry into policing in South Africa. The ISS made recommendations on how to improve policing to the Khayelitsha Commission of Inquiry into police inefficiency in that part of Cape Town, following a breakdown of community relations with the police.

The ISS provided insights into how leadership and strategic challenges in the South African Police Service (SAPS) affect the quality of local policing.

Former police general and ISS senior researcher Dr Johan Burger gave oral testimony on sector policing, noting the 'impossible mandate' of SAPS to prevent crime, because it was not the role of a police force alone.

Governance, Crime and Justice division head Gareth Newham testified on police misconduct and corruption, crime statistics and police resources. He provided analysis of the crisis in SAPS management and placed policing in the context of South Africa's National Development Plan, with its proposals for professional and ethical policing.

Newham presented data showing that police misconduct was widespread and systemic in South Africa, and that policing which sought to build public legitimacy may yield better results.

Both ISS submissions were published in full in the commission's final report, and the ISS recommendation that local crime statistics be made publicly available on a monthly basis was adopted as a formal recommendation.

Assisting police oversight

The ISS helped the Civilian Secretariat for Police to assess the ability of the SAPS, and South Africa's Independent Policing Investigative Directorate to deal with public complaints against the police.

Johannesburg's safety strategy

An expansion of the ISS Crime Hub has increased knowledge of crime and violence in South Africa.

The Crime Hub now incorporates municipal crime statistics, and its public violence database has been merged with the international Armed Conflict Location and Event Data Project (ACLED).

These developments in data and mapping enabled the ISS to help Johannesburg's Safety Programme to better analyse the city's crime situation.

The ISS report on the results is included in the Johannesburg City Safety Strategy and implementation plan.

Crime trends

The ISS dominated the debate on crime trends in South Africa when the police released their annual crime statistics.

Using media briefings, infographics and a well-planned communication strategy, the ISS led public commentary on the increase in murder and home robbery, and called for a new approach to crime reduction.

The infographics led to the ISS trending on Twitter in South Africa for the first time. The ISS activity contributed to a call by the minister of police for a national dialogue on solutions to crime.

A high-profile ISS campaign in 2013 to highlight flaws in the official crime statistics resulted in the police minister taking steps to provide more accurate crime statistics in 2014.

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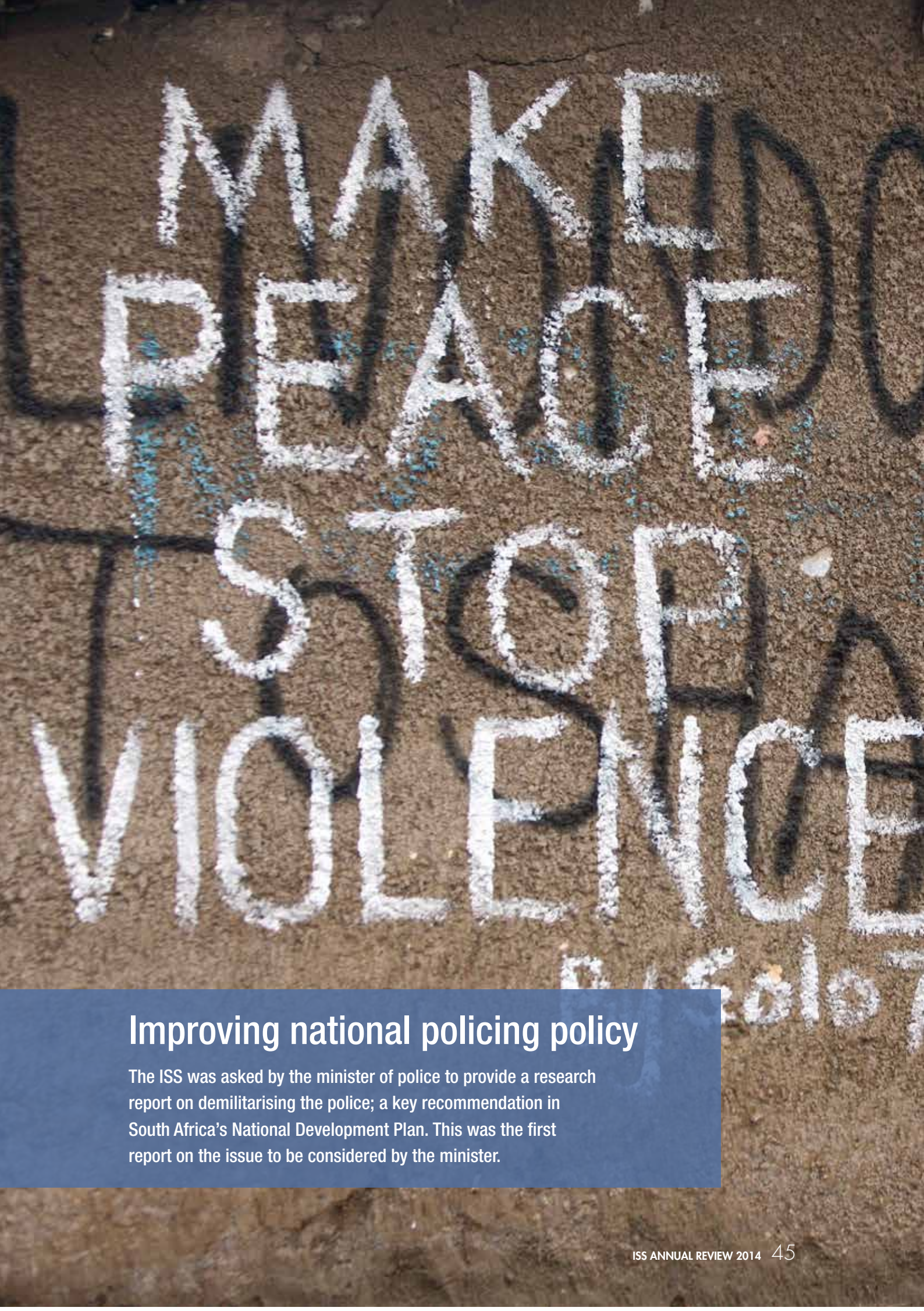

Improving national policing policy

The ISS was asked by the minister of police to provide a research report on demilitarising the police; a key recommendation in South Africa's National Development Plan. This was the first report on the issue to be considered by the minister.

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PREVENTING VIOLENCE THROUGH BETTER PARENTING

The ISS is guiding the implementation of evidence-based parenting programmes in the Western Cape, a South African province with high levels of gang violence and child neglect.

'The ISS played an invaluable leadership role through its profound understanding of the importance of good parenting in violence prevention,' says Solange Rosa, Head of the Western Cape policy unit in the office of the provincial premier.

Parenting is essential to children's cognitive, health and social development, and has long-term implications for their success at school and resilience to drugs, delinquency and violence.

A workshop that was designed and run by the ISS and the University of Cape Town (UCT) engaged provincial stakeholders in a discussion about principles, priorities and opportunities for the scale-up of parenting programmes.

'The ISS helped us to develop an evidence-based strategy for parenting interventions that will reach 100 000 mothers and fathers through the public health system, and to measure the impact of these programmes,' Rosa says.

'The ISS has been vital to our understanding and decision making around parenting, which we see as key to children's economic and social prospects. They are helping to build a generation that is more likely to have healthy relationships and less likely to join gangs.'

The model developed by the ISS and UCT may also guide future interventions across South Africa.

> "The ISS played an invaluable leadership role through its profound understanding of the importance of good parenting in violence prevention"

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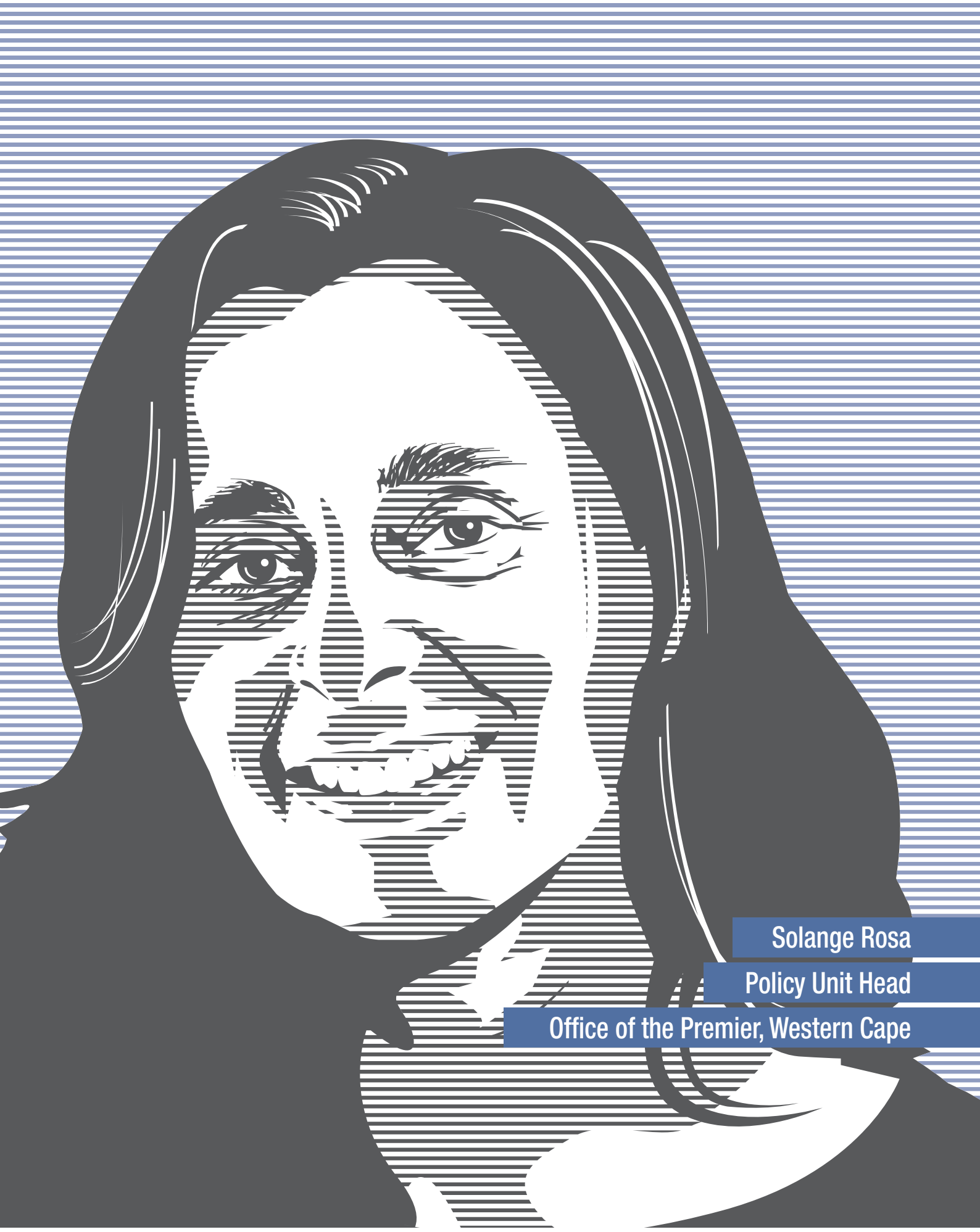

Solange Rosa

Policy Unit Head

Office of the Premier, Western Cape

The best paper I have read in a long time

Dr Ibrahim Assane Mayaki
CEO of NEPAD, referring to an ISS paper on conflict trends in Africa

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AFRICAN FUTURES AND INNOVATION

The ISS produces policy analysis on trajectories for human security, development, economic growth and socio-political change in Africa.

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The ISS' work on international development prospects resulted in an invitation to join the World Economic Forum's Think Tank Leaders Forum

Reducing poverty

An ISS paper on forecasting poverty reduction in Africa was launched in Pretoria, Johannesburg, Addis Ababa, Berlin, Brussels, Stockholm and The Hague. It proposes reasonable targets before the finalisation of the Sustainable Development Goals. The paper resulted in collaboration with the Japanese International Cooperation Agency (JICA) and the New Partnership for Africa's Development (NEPAD) to co-host the first formal event on the AU's Agenda 2063.

Post-2015 Development Agenda

In partnership with the United Nations Development Programme, the ISS organised a high-level policy forum on the status, operations and emerging issues of the post-2015 development framework, such as the newly proposed Sustainable Development Goals and its complementarity with the recently launched Common African Position.

South Africa's future

2030 scenario planning

As South Africa prepared for the 2014 general election, the ISS produced a research paper that outlined three long-term scenarios.

The research was widely covered in the media, including published opinion articles and a number of TV and radio interviews with ISS Executive Director Jakkie Cilliers. His research found that South Africa's structural growth prospects were healthy, despite leadership challenges and changes needed in key social, economic and political systems. The paper said that with the right decisions the economy could be 23% bigger by 2030.

Assisting development

Drawing on a research paper done in partnership with the Frederick S Pardee Centre for International Futures, the National Planning Commission of South Africa asked the ISS to assist in revising population forecasts for the National Development Plan 2030.

The findings have significant implications for planning in South Africa.

Water and security

A research paper on water scarcity in South Africa triggered a series of newspaper articles and widespread debate on a new area of human security concern.

It helped establish working relations with South Africa's Water Research Commission.

OneCape 2040

The ISS helped South Africa's Western Cape province with its strategic development goals, in line with the OneCape 2040 vision.

Critical challenges

The ISS' ability to inform the international development agenda was boosted by the World Economic Forum's invitation to ISS Executive Director Jakkie Cilliers to join the Think Tank Leaders Forum, a community of 25 top global think tanks working on the world's most critical challenges.

Shaping the debate on conflict trends

The ISS shapes the debate on African conflict trends. It presented two authoritative research papers at a high-profile AU retreat in Dar es Salaam on the promotion of peace, security and stability in Africa.

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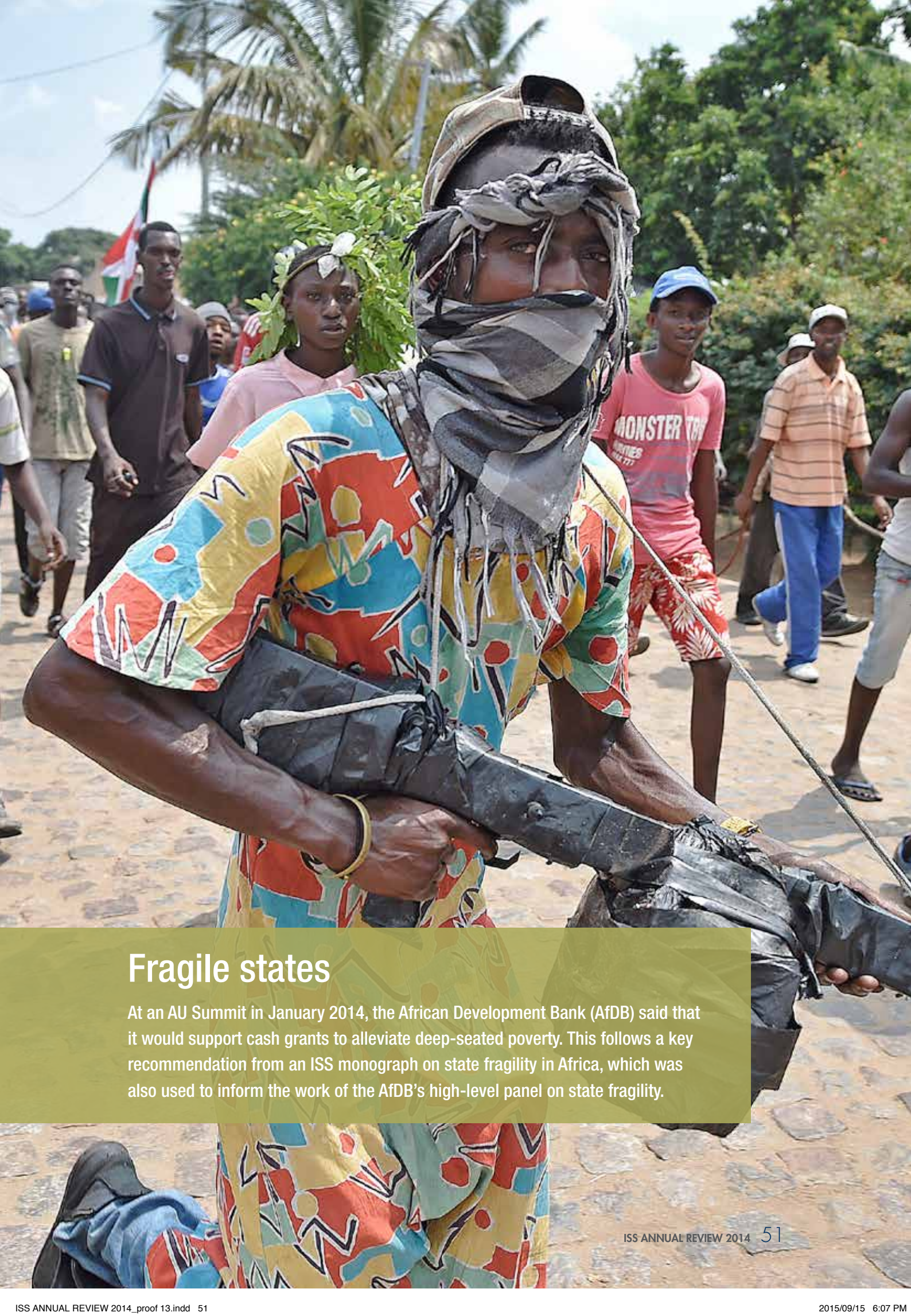

Fragile states

At an AU Summit in January 2014, the African Development Bank (AfDB) said that it would support cash grants to alleviate deep-seated poverty. This follows a key recommendation from an ISS monograph on state fragility in Africa, which was also used to inform the work of the AfDB's high-level panel on state fragility.

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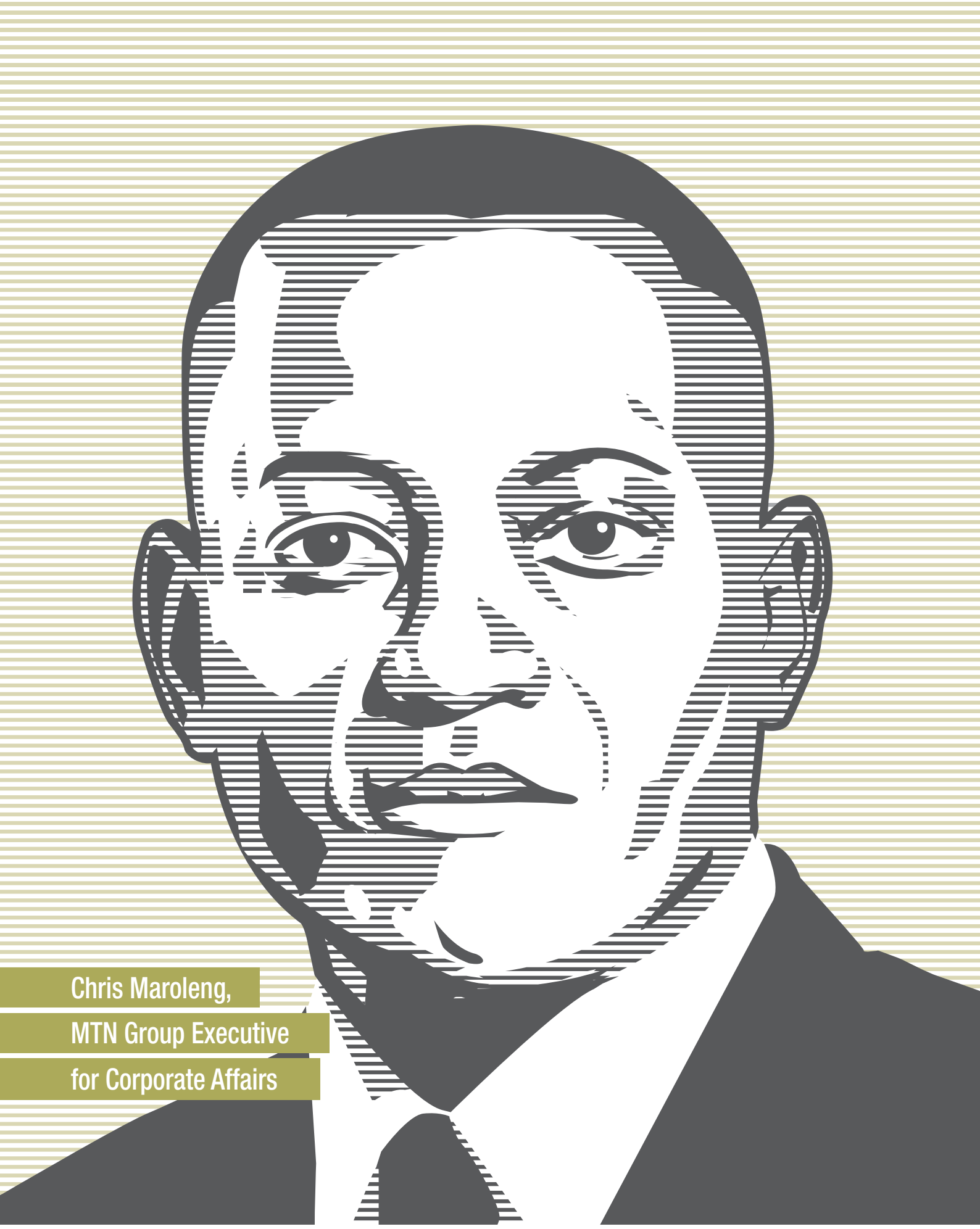

Chris Maroleng,
MTN Group Executive
for Corporate Affairs

COMMUNICATION FOR DEVELOPMENT

The ISS helped telecommunications giant MTN to build an early warning and intelligence system that keeps staff safe and secures its operations in volatile markets.

'Reliable communication is a tool of development and a source of stability, particularly in times of crisis,' says Chris Maroleng, MTN Group Executive for Corporate Affairs.

'We chose to work with the ISS because of its deep insights into African security, politics and social factors, which impact on our business.'

MTN operates in 22 countries across Africa and the Middle East, including volatile or politically challenging states such as Nigeria, Liberia, Congo-Brazzaville, South Sudan, Côte D'Ivoire, Afghanistan, Syria, Yemen and Iran.

The ISS helped MTN to develop its Situational Awareness and Integrated Response system (SAIR), based on open-source informatics and software. SAIR enables intelligence gathering and a smooth flow of information through the business, increasing security and aiding reputation management for MTN.

'We can now harvest information and intelligence from multiple media and social media sources, assess the regulatory environment, and provide better briefings to our decision makers,' Maroleng says.

The ISS African Futures and Innovation section has developed systems to forecast medium- and long-term socio-economic, security and development indices.

'This expertise helped us to better understand the challenges and opportunities in key markets for MTN,' Maroleng says. 'We are delivering a bold new digital future for emerging markets, and that is an aid to stable and sustainable development.'

'The ISS support has been crucial to the development of MTN as a secure and stable business which benefits consumers and their countries' development.'

> "We chose to work with the ISS because of its deep insights into African security, politics and social factors, which impact on our business"

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AFRICAN CENTRE FOR PEACE AND SECURITY TRAINING

The ISS provides expert training in African peace and security policy. It equips people with skills and knowledge to enhance human security on the continent.

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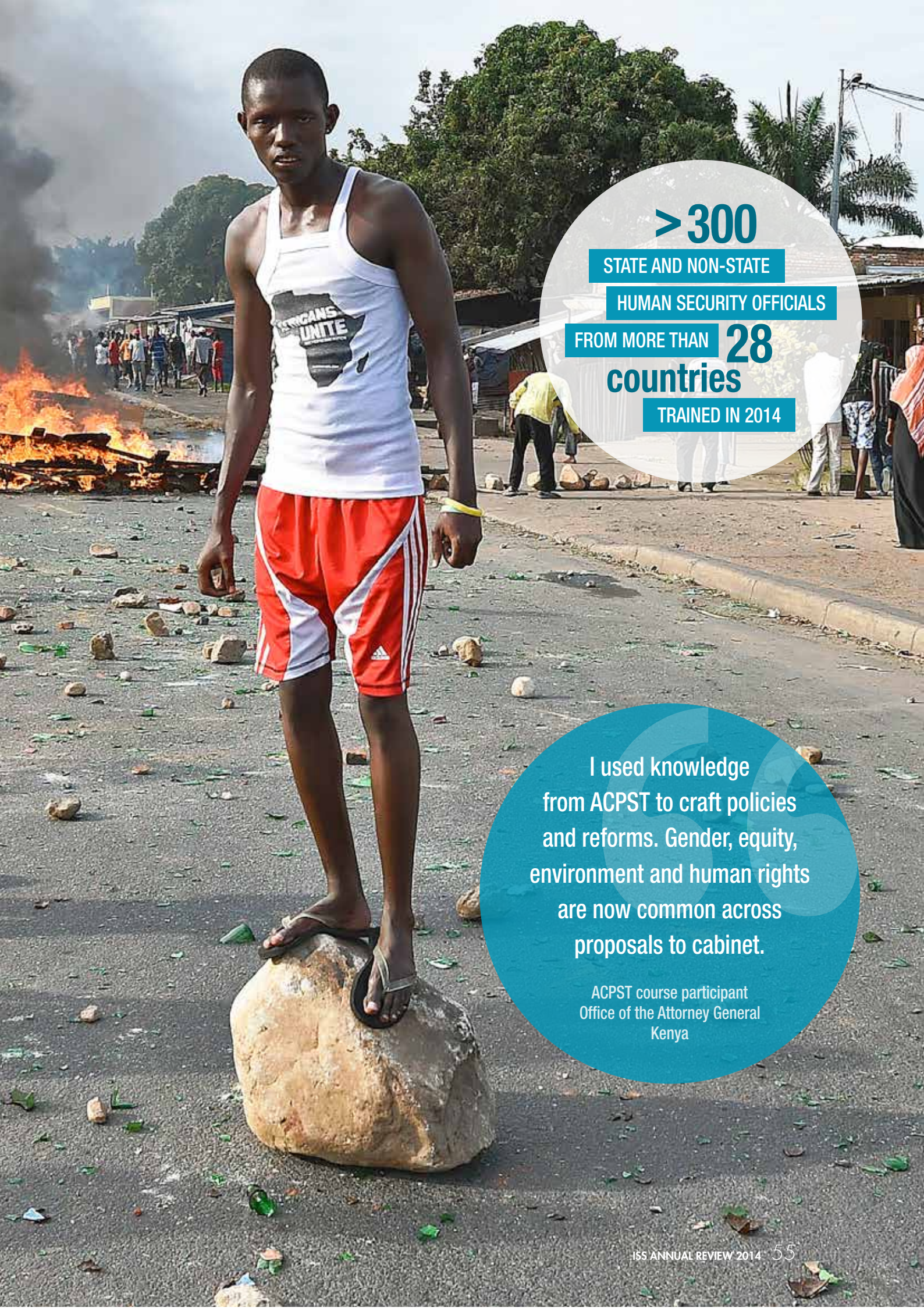

>300

STATE AND NON-STATE

HUMAN SECURITY OFFICIALS

FROM MORE THAN **28 countries**

TRAINED IN 2014

I used knowledge from ACPST to craft policies and reforms. Gender, equity, environment and human rights are now common across proposals to cabinet.

ACPST course participant
Office of the Attorney General
Kenya

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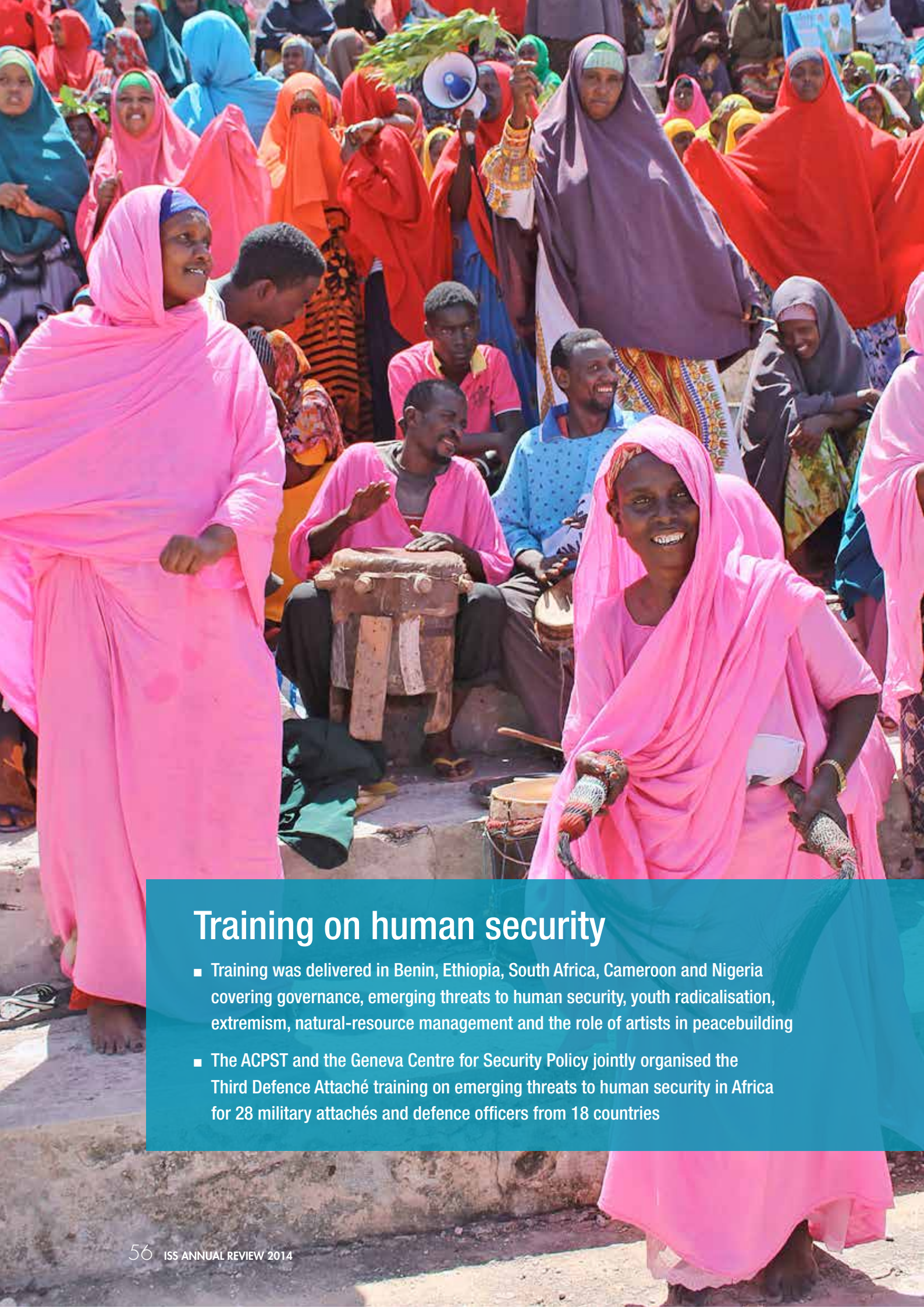

Training on human security

- Training was delivered in Benin, Ethiopia, South Africa, Cameroon and Nigeria covering governance, emerging threats to human security, youth radicalisation, extremism, natural-resource management and the role of artists in peacebuilding
- The ACPST and the Geneva Centre for Security Policy jointly organised the Third Defence Attaché training on emerging threats to human security in Africa for 28 military attachés and defence officers from 18 countries

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Alumni have been using radio and TV to sensitise the public. They have also published articles in print media and provided advice on policy amendments

The African Centre for Peace and Security Training (ACPST) was launched by the ISS in Addis Ababa in 2011.

The ACPST is not a traditional training centre. Its focus is on preventing conflicts by enabling practitioners to deal with their root causes.

The ACPST provides expert short courses for mid-career diplomats, military officers and civil servants, election and anti-corruption commissions, intergovernmental agencies, regional economic communities, civil society organisations and media. It promotes networking among its alumni.

Interactive alumni network

The centre maintained its communication with alumni through a vibrant website and country visits to Kenya, Nigeria, Uganda and Cameroon.

Uganda

ACPST alumni created the ISS Alumni Association of Uganda with 22 members. The association has been active in advocacy and awareness raising and lobbying authorities to improve legislation that affects human security in Uganda.

Gains have been made in police-civilian relations, health, curbing human trafficking and climate change. Alumni have been using radio and TV to sensitise the public, have published articles in print media, and provided advice on policy amendments.

Côte d'Ivoire

ACPST alumni created a network for diversity management in Côte d'Ivoire to inform peacebuilding as the country heads towards elections in 2015.

> The new skills and knowledge will contribute to improved policies and practices in my job
>
> Aminata Ba
> Head of service, African Union and Specialised Agencies

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ISS WEBSITE

PAGE VIEWS IN 2014

965 325

INCREASE IN WEB

TRAFFIC FROM 2013

11%

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ISS SUPPORT SERVICES

Professional support services enable the ISS to be a high-functioning and efficient organisation.

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Better communication is linking the work of the ISS directly to decision makers who can improve security policy and practice

Communication

ISS communication was transformed in 2014 to deliver greater impact. Professional communication is now integrated into all ISS work, and the communication department earned an ISS innovation award.

Better communication is linking the work of the ISS directly to decision makers who can improve security policy and practice.

Improved impact reporting

The 2013 ISS Annual Review profiled the ISS' best work and its impact in more than 17 countries; and won a prestigious PRISM award from the Public Relations Institute of South Africa.

New corporate identity

The ISS logo and branding were modernised in 2014, leading to a fresh design of the ISS website, publications, corporate stationery and promotional materials. A corporate identity manual was developed to ensure consistency and professionalism in all ISS branding.

Expanded social media engagement

The ISS reach via Twitter, Facebook and LinkedIn more than doubled during 2014.

The ISS' Twitter following is now significantly higher than the other sub-Saharan African think tanks that appear in the top 10 of the most recent Global Go To Think Tank Index.

Daily analysis of human security issues

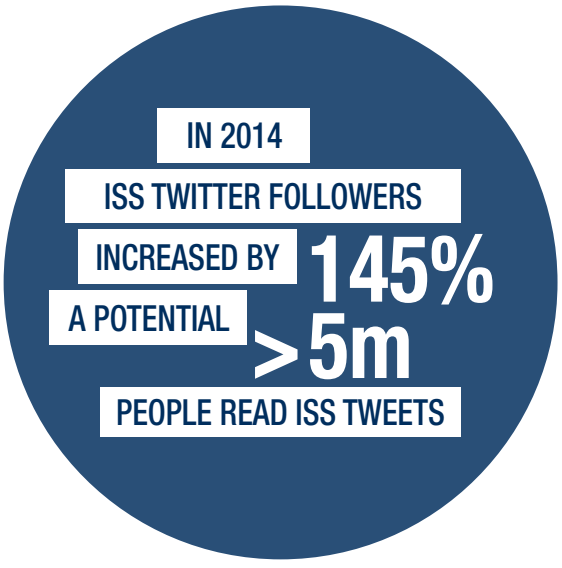
ISS Today is Africa's only daily analysis of human security issues produced by a policy organisation. The opinion articles are widely read and growing in popularity. There were 215 720 online views in 2014, up 19% from 2013. At least 64 articles were republished in print and online media.

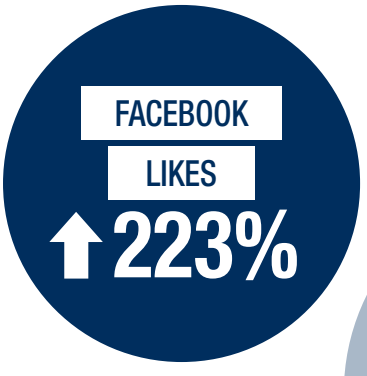
More targeted communication

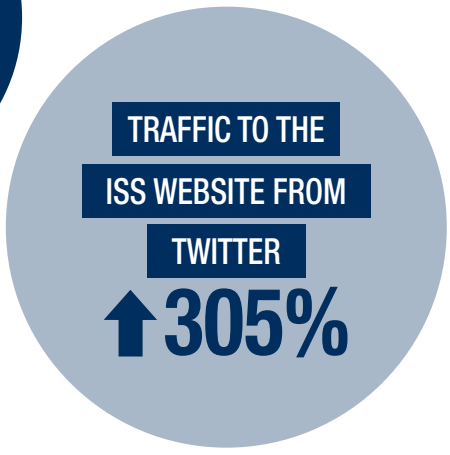
Efforts to ensure the work of the ISS reaches the right audience have included upgrading ISS electronic subscription services and introducing live streaming from Pretoria seminars, which has doubled the audience reach. To improve ISS communication to Africa's substantial French-speaking audience, a French language style guide was developed and an experienced translator was appointed to assist with quality control.

Managing media coverage

Media coverage of ISS work improved during 2014. Communication around just three pieces of work secured 129 media reports.







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Communicating for impact

Jacqui is a journalist, editor, photographer and key part of the team that has revolutionised ISS communication.

She joined in 2014 just as communication became an ISS priority, and is dedicated to giving the ISS a wider audience and greater impact.

A graduate of Rhodes University's journalism school, Jacqui has written for and edited magazines covering business, mining, lifestyle, travel, technology and food.

'And now with the ISS, I can apply my skills and experience to something complex, important and that I really believe in.'

Jacqui is passionate about compelling headlines, clarity of language and good coffee, and has a vendetta against big words that mean little.

Her days are spent working with ISS researchers to shape raw content into communication products that cover the whole scope of human security in Africa.

'Months, sometimes years of research go into ISS publications before they land on my desk. It's like being entrusted with someone's child. Shepherding them from draft to final product is a responsibility, but hugely rewarding.'

Jacqui has lived in Utrecht, Buenos Aires and the Caribbean, and speaks some French and Spanish. When not polishing copy and beating deadlines, she can be found behind a camera or fine-tuning her equestrian abilities.

I work with ISS researchers to shape raw content into communication products that cover the scope of human security in Africa

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Two ISS staff members were seconded by the UN Secretary-General to serve on expert panels, showing the demand for ISS expertise internationally

Human resources

Gender

Gender equality contributes to sustainable peace and security. An ISS gender specialist was appointed in 2014. She will analyse ISS projects, demonstrate impact around gender-related work, and collaborate with the HR manager to review internal procedures from a gender perspective.

Staff development

The ISS invested in staff training with 87 staff members participating in 21 courses. A two-day training session on research was held in Pretoria for staff. An ISS innovation retreat focused on new ways of doing research, including quantitative and data-intense methodologies, as well as innovations in communication.

Fellowship programme

The ISS Dakar office welcomed its third intake of International Development Research Centre (IDRC) junior fellows from Mali, Burkina Faso, Côte d'Ivoire, Senegal and Togo. The project aims to develop the skills and capacity of 12 young francophone researchers in the areas of governance, justice and security.

> My ISS internship opened my mind to international justice and terrorism. It had a great impact on my life and career.
>
> Gitonga Murang'a
> Office of the Director of Public Prosecutions, Kenya

Internship programme

The ISS Pretoria office signed an agreement with the Education Training Development Practices SETA for an internship programme for Masters' students. The SETA currently sponsors six interns.

International reach

Two ISS staff were seconded to expert panels appointed by the UN Secretary-General, demonstrating the high regard for ISS experts internationally. It enables the ISS to directly shape responses to conflict in two African crisis points.

Paul-Simon Handy was appointed to the UN Panel of Experts on the Central African Republic and David Zounmenou was appointed to the UN Panel of Experts on Côte d'Ivoire.

Finance

Group audit and financials

All ISS entities received another clean audit in 2014. PwC was appointed the new external audit firm for 2015 to 2019.

Financial improvement

The ISS is implementing a financial improvement plan. The new audit committee will be established to have oversight of ISS finances and provide expert advice. A new internal audit function will respond to key financial and fraud risks. A new finance manager is being recruited.

The finance department has been restructured and management is committed to further improving finance and administration policies and procedures in 2015. It aims to reduce transactions, minimise tax exposure, improve reporting and address operational risks.

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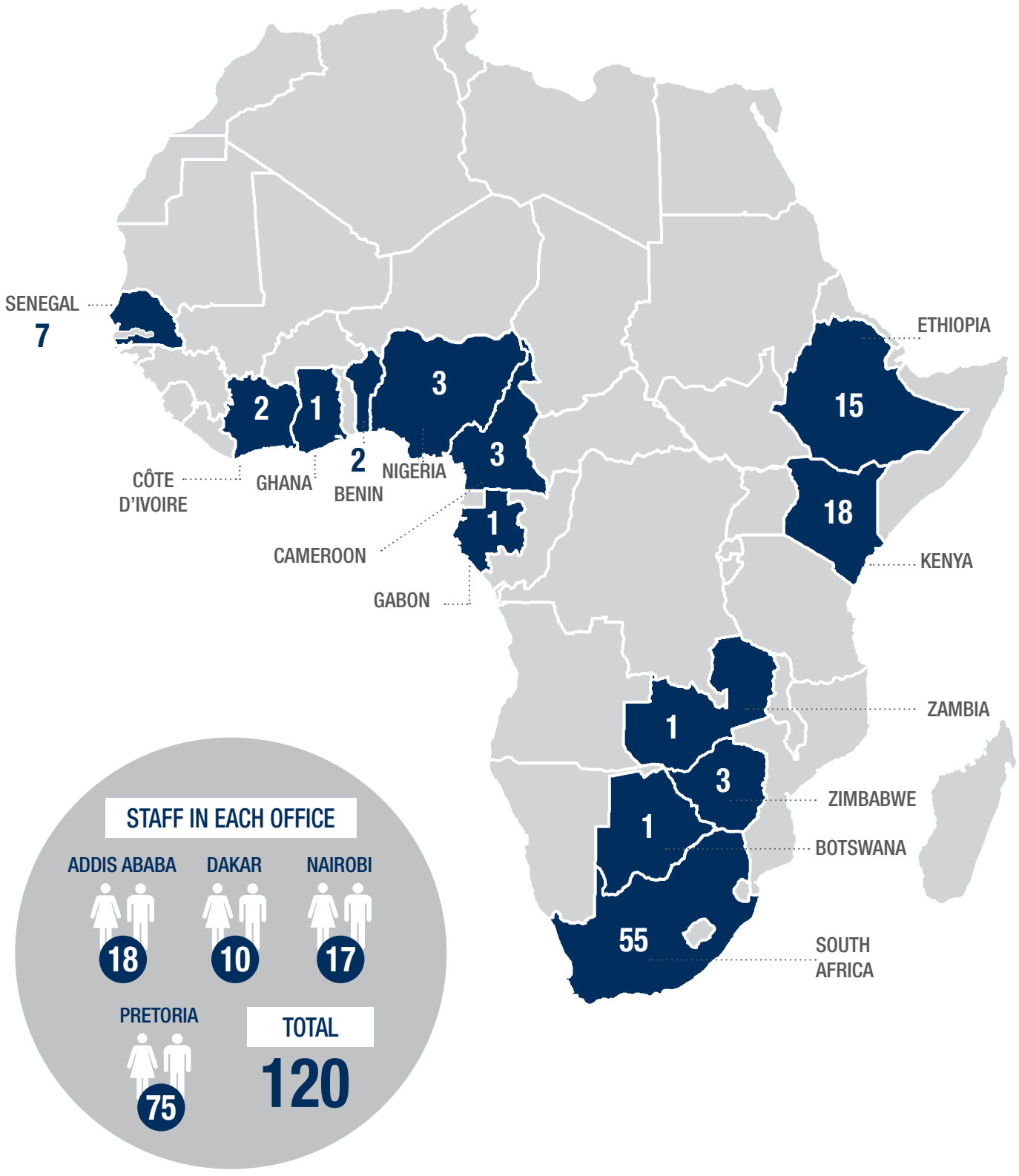
60% of ISS staff are women

The ISS has staff from 13 African countries



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ISS INTERNATIONAL ADVISORY COUNCIL

The International Advisory Council meets annually to advise the ISS on policy and management.

- Dr Salim Ahmed Salim, President of the ISS International Advisory Council, former prime minister of Tanzania, former OAU secretary-general
- Amb Saïd Djinnit, Special Envoy of the UN Secretary-General for the Great Lakes Region
- Lt Gen LM Fischer (retired), High Commissioner of Botswana to Nigeria
- Amb Kåre Aas, Ambassador of Norway to the US
- Prof Ramesh Thakur, ANU Asia-Pacific College of Diplomacy
- Prof Deon Fourie, South Africa
- Dr Agostinho Zacarias, UNDP Resident Representative, South Africa
- Prof Elrena van der Spuy, Department of Public Law, University of Cape Town
- Amb Francis Deng, UN Special Representative on the Prevention of Genocide and Mass Atrocities
- Lt Gen Lazaro Sumbeiywo (retired), Executive Director, Moi Africa Institute, Kenya
- Dr Leonardo S Simão, Executive Director, Fundação Joaquim Chissano, Mozambique
- Amb Ahmed Haggag, Secretary General, Africa Society, Egypt
- Dr Abdalla Hamdok, Deputy Executive Secretary, UN Economic Commission for Africa
- Brigalia Bam, former chairperson of the Independent Electoral Commission, South Africa
- Dr Susanne Luther, Director, Institute for International Contact and Cooperation, Hanns Seidel Foundation
- Amb Christian Dussey, Director, Geneva Centre for Security Policy
- Amb René Dinesen, Ambassador of Denmark to South Africa

ISS TRUSTEES

The ISS is registered as a non-profit trust in South Africa and is accountable to a board of trustees.

- **Nicolas Bwakira** held senior positions at the UN High Commission for Refugees from 1970 to 2002. Since then he has been Director for International Relations and Partnership at the University of South Africa, and the African Union's Special Representative for Somalia.
- **Dr Jakkie Cilliers** is the Executive Director and co-founder of the ISS. He is an extraordinary professor at the University of Pretoria and is on the advisory board of the Geneva Centre for Security Policy, and the Centre on International Conflict Resolution, Columbia University, New York.
- **Sakumzi (Saki) Macozoma** is Chairman of Liberty Holdings, Deputy Chairman of the Standard Bank Group, Non-Executive Chairman of Safika Holdings and Chairman of the Council of the University of the Witwatersrand. He is also President of Business Leadership South Africa.
- **Dr Wendy Ngoma** is the former director of the Wits Business School and has worked as an academic at the Wits Graduate School of Public Management. She is the CEO of a management consulting firm and an alumni of the INSEAD Social Entrepreneurship Programme.
- **Prof Maxi Schoeman** is the Head of the Department of Political Sciences at the University of Pretoria. She is also an adjunct professor in the School of Public Policy, George Mason University and the Deputy Chair of the Institute for Global Dialogue.

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DEVELOPMENT PARTNERS

The work of the ISS is made possible through the generous support of donor partners.

Project donors

African Union

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International Development Research Centre

MTN

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Omega Research Foundation

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The World Bank

United Nations Development Programme

United Nations Office of Disarmament Affairs

Western Cape Government

Partnership Forum

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Government of the Netherlands

Government of Norway

Government of Sweden

Government of the United States of America/USAID

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FINANCIAL STATEMENTS 2014

The independent auditors' report, consolidated statement of financial position and consolidated statement of comprehensive income have been extracted from the annual financial statements that are available at the registered office.

Independent auditor's report

We have audited the consolidated and separate financial statements of the Institute for Security Studies Trust set out on pages 8 to 32, which comprise the statements of financial position as at 31 December 2014, and the statements of comprehensive income, statements of changes in equity and statements of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Trustees' responsibility for the financial statements

The trustees are responsible for the preparation and fair presentation of these consolidated and separate financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the trust deed, and for such internal control as the trustees determine is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these consolidated and separate financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated and separate financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

The consolidated and separate financial statements present fairly, in all material respects, the consolidated and separate financial position of the ISS as at 31 December 2014, and its consolidated and separate financial performance and its consolidated and separate cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the trust deed.

Other reports

As part of our audit of the consolidated and separate financial statements for the year ended 31 December 2014, we have read the Trustees' Report for the purpose of identifying whether there are material inconsistencies between this report and the audited consolidated and separate financial statements. This report is the responsibility of the respective preparers. We have not identified material inconsistencies between this report and the audited consolidated and separate financial statements. However, we have not audited this report and accordingly do not express an opinion on this report.

Other matters

The supplementary information set out on pages 33 and 34 does not form part of the financial statements and is presented as additional information. We have not audited this information and accordingly we do not express an opinion thereon.

PricewaterhouseCoopers Inc.

Director: Raj Dhanlall
Registered Auditor
Sunninghill
Date: 11 September 2015

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Statement of financial position

as at 31 December 2014

	2014 R	2013 R
Assets		
Current Assets		
Current tax receivable	26 315	–
Donor and other receivables	17 723 075	19 627 583
Cash and cash equivalents	24 163 918	30 287 086
	41 913 308	**49 914 669**
Non-Current Assets		
Property, plant and equipment	27 401 251	30 767 766
Intangible assets	303 992	271 424
Deferred income tax	130 292	–
	27 835 535	**31 039 190**
Total Assets	**69 748 843**	**80 953 859**
Equity and Liabilities		
Liabilities		
Current Liabilities		
Current tax payable	–	444 193
Trade and other payables	8 576 025	3 235 927
Donations received in advance	40 052 517	61 459 204
Interest-bearing borrowings	586 929	560 345
	49 215 471	**65 699 669**
Non-Current Liabilities		
Deferred income tax	–	396 474
Interest-bearing borrowings	2 605 315	3 157 947
	2 605 315	**3 554 421**
Total Liabilities	**51 820 786**	**69 254 090**
Equity		
Trust capital	100	100
Reserves	7 939 823	7 830 693
Accumulated surplus	9 988 134	3 868 976
	17 928 057	**11 699 769**
Total Equity and Liabilities	**69 748 843**	**80 953 859**

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Statement of comprehensive income

for the year ended 31 December 2014

	2014 R	2013 R
Donations income	146 021 589	113 434 294
Other income	3 393 996	549 930
Operating expenses	(143 776 777)	(109 904 791)
Operating surplus	**5 638 808**	**4 079 433**
Finance income	82 213	79 968
Finance costs	(290 899)	(577 703)
Surplus before taxation	**5 430 122**	**3 581 698**
Taxation	470 448	(904 742)
Surplus for the year	**5 900 570**	**2 676 956**
Other comprehensive income:		
Exchange differences on translating foreign operations	329 519	(170 461)
Total comprehensive income for the year	**6 230 089**	**2 506 495**
Attributable to:		
Owners of the parent:		
Surplus for the year from continuing operations	5 900 570	2 676 956

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The ISS played an invaluable role through its profound understanding of the importance of good parenting in violence prevention

Solange Rosa
Head, Western Cape policy unit

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Working with the ISS has strengthened East Africa's ability to combat crime and terror

Eliezer Feleshi
High court judge, Tanzania

PAGE 20

We work with the ISS because of its deep insights into African security, politics and social factors

Chris Maroleng
MTN Group Executive for Corporate Affairs

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Halden Krog
Image Forum
ISS/Onnie Kok

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