



ISS Annual Review

2015

Improving human
security in Africa





**Providing independent
research, credible policy
advice, practical training
and technical assistance**



**Sharing knowledge
and skills to secure
a prosperous and
peaceful Africa**



**Committed to
the best interests
of Africa**





Bringing positive change to Africa

Anton du Plessis
Executive Director

The ISS is driven by our determination to improve people's lives on a continent with so much potential and yet so many challenges

The ISS strategy (2016-2020) focuses on making a real difference to human security in Africa. The stories of change in this annual review show how we deliver on these goals and have an impact.

Our analysis of Africa's complex security, rule-of-law and development issues informs policy and practical responses at the highest levels. We bring a unique African perspective to global debates and decision making, and shape continental, regional and national responses.

In Burundi, for example, the president is clinging to power; fuelling a political and humanitarian crisis. ISS has been a trusted advisor and information source on Burundi, providing early warning and risk analysis to African and global decision makers.

In South Africa, the ISS has helped to substantially strengthen the regulatory body that prevents abuse of power by a large and heavily armed police force. We shaped the legislation that established an independent police investigative directorate, which today holds the police to account.

The ISS also develops the skills of investigators, prosecutors and judges. In Uganda, a long-term

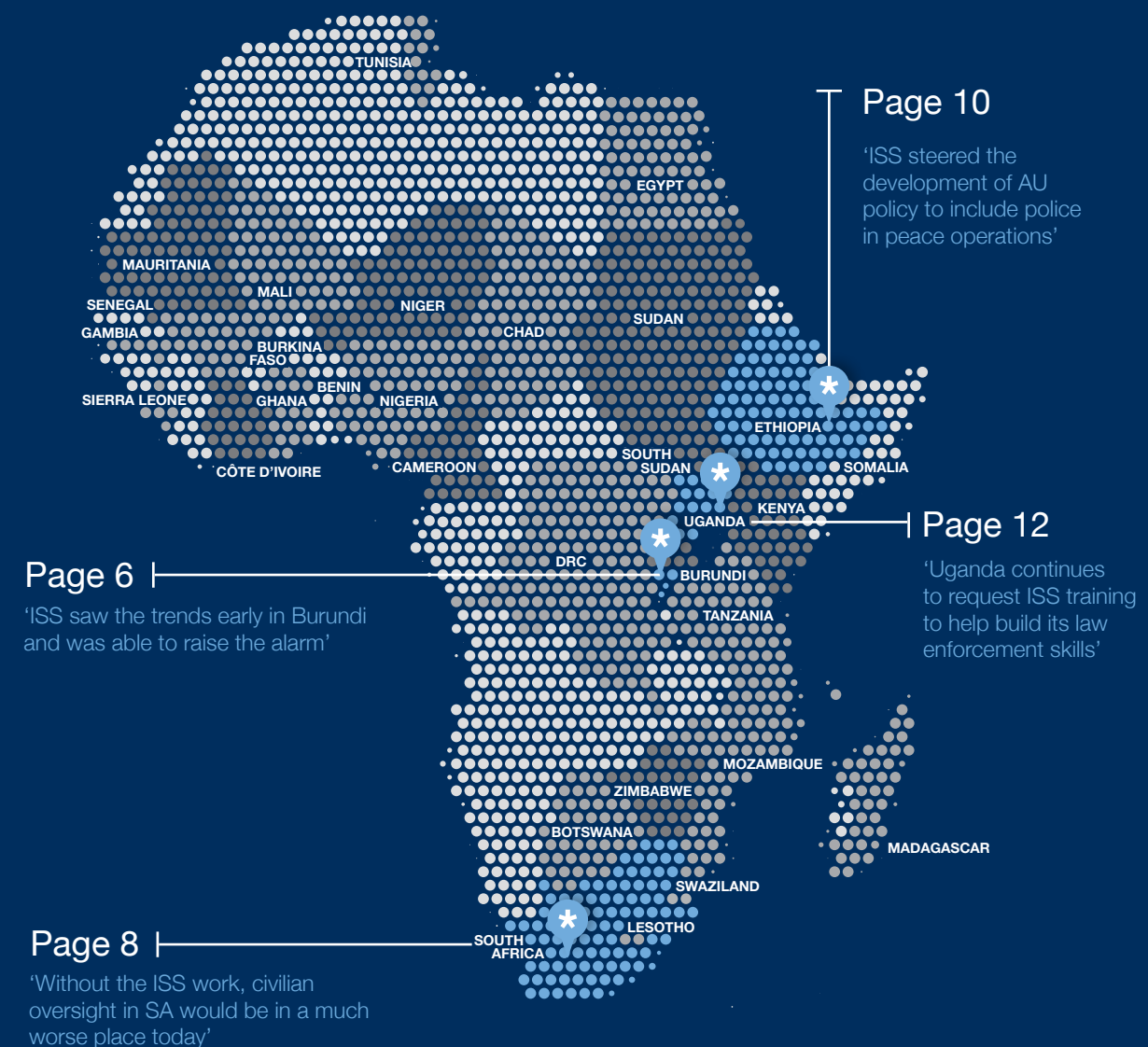
partnership with government has enabled us to help police and courts tackle terrorists and rebel groups in complex cases with huge amounts of evidence, many victims and accused from several countries.

Positive and sustainable change is what drives the organisation and its staff

Peacekeeping operations are the most visible responses to conflict. Soldiers are traditionally associated with these operations, but police are just as important; they bring access to justice and protect human rights in countries emerging from conflict. The ISS has been a leading partner in the design of African Union policies on policing in peace operations that will contribute to stability on the continent.

In everything we do, in all the countries where we work, the ISS is dedicated to making a difference. Positive and sustainable change is what drives the organisation and its staff.

Stories of change



ISS trained people from

32

African countries

ISS staff travelled to

29

African countries to do their work

Field research was conducted in

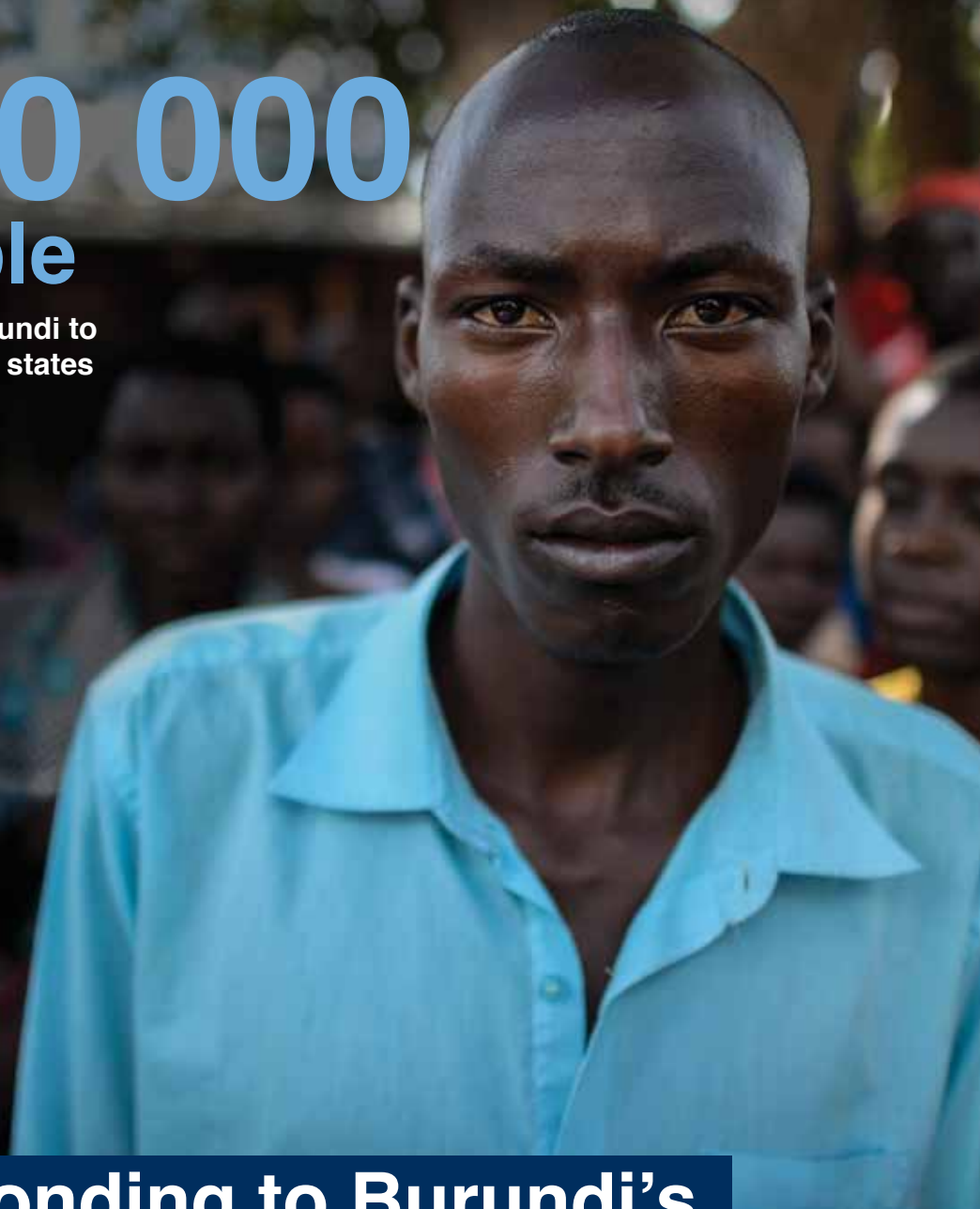
19

African countries

More than

250 000
people

have fled Burundi to
neighbouring states



Responding to Burundi's slow spiral into crisis

The world's failure to stop the 1994 Rwandan genocide is a brutal reminder that early warning and risk analysis are vital to the fragile states of central Africa

Burundi is one of the world's poorest nations. The Arusha peace accords balanced ethnic participation in government institutions, but the political crisis over President Pierre Nkurunziza's third mandate threatens to unravel the gains made.

In early 2014, ISS researchers detected worrying trends like political intolerance, repressive legislation, and a government weakening its commitment to power sharing ahead of the 2015 elections. Amidst United Nations warnings that the violence may take on ethnic dimensions, the ISS provided evidence-based analysis to inform difficult decisions by African states, aid organisations and the international community.

ISS researchers anticipated the crisis and were at the forefront of reliable reporting and recommendations as it worsened. A special report on Burundi was published in 2014, a full year before Nkurunziza announced his contentious bid for a third term.

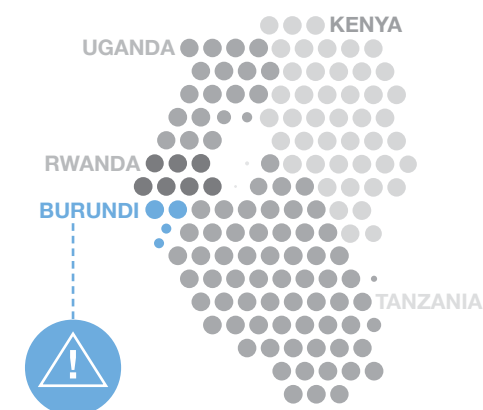
ISS researchers anticipated the crisis and led with reliable reporting as it worsened

'Our Great Lakes team knew how important it was to examine the worsening pre-election phase,' says Stephanie Wolters, who heads the ISS conflict prevention and risk analysis division. This made the ISS central to the Burundi conversation in African and international capitals.

The prescient 2014 report analysed Burundi's historical fragility, current political risks and the role of hardliners in the ruling party. It was a wake-up call to those who were reluctant to criticise what they saw as a peacekeeping success story, in a country where so much had been invested.

'We could see rumblings within the ruling party, concerns from the media and shrinking political tolerance. We saw the trends early and were able to raise the alarm. The timing of the ISS response set us apart,' Wolters says.

Nkurunziza's re-election in July 2015 was followed by a crackdown. More than 450 people have been killed in violence between government security



forces and rebels. The UN estimates more than 250 000 Burundians have been displaced and hundreds of opposition politicians, activists and journalists are in exile.

'The situation in Burundi is complicated, requiring astute reporting and analysis to guide responses,' Wolters says. 'We haven't fixed things, but we've made a big difference to the understanding and reaction to the crisis.'

ISS researchers built networks of organisations working on Burundi, among them the International Crisis Group, Amnesty International and Crisis Action. This helped keep the crisis on the international agenda, and ensured a flow of reliable information.

Informed early warnings of what to look out for were provided, such as violent activities by the ruling party's youth militia. Among those asking the ISS for guidance were diplomats, special envoys and The Elders group of independent global leaders who work together for peace and human rights.

'We know we are having an impact when somebody sees our analysis and asks for guidance,' Wolters says. 'It's a tangible recognition that we know the territory and what is likely to influence stakeholders like the African Union; and what leverage may work on the Burundi government.'

The Burundi situation is complicated, requiring astute analysis to guide responses



The study analysed
573
disciplinary and
criminal cases

Giving teeth to the watchdog

*The ISS helped to strengthen the regulatory body that prevents
abuse of police power in South Africa*

With about 155 000 trained officers, many heavily armed, the South African Police Service (SAPS) has enormous potential power. Police are highly mobile, on duty 24 hours a day, and have authority to take people's freedom and use deadly force.

'This power requires restraint,' says Johan Burger, ISS senior researcher and a former police general. 'International experience shows this can't be left to the police alone, but needs rigorous oversight by a strong independent body. Citizens need assurance that police will be held to account, and misconduct properly investigated.'

As a result of ISS advice, South Africa today has an Independent Police Investigative Directorate (IPID) that is stronger and better able to hold the police accountable. The ISS directly shaped the legislation passed in 2011 to establish and govern IPID.

This followed joint research with IPID's predecessor, the Independent Complaints Directorate (ICD). By 2006 it was clear the ICD lacked resources and the legislative teeth to make an impact. Burger was asked for guidance, based on his credibility as an informed analyst and commentator on policing, crime and justice.

The joint study included an analysis of 573 criminal and disciplinary case dockets, and interviews with senior officials across the country. The study found a gap in the law that meant police weren't obliged to comply with ICD recommendations. There was mistrust between the ICD and SAPS, and the Directorate was also severely understaffed.

ISS recommendations led in 2012 to the establishment of a significantly more powerful investigative body in the form of IPID.

IPID's independence was entrenched in separate legislation, and it got a R36 million budget boost, enabling it to employ more investigators.

IPID is now legally mandated to investigate not only deaths in custody or as a result of police action, but also rape by police or of persons in police custody, police corruption and complaints of torture. Police must provide full cooperation to IPID investigators who have powers to enter and search premises, seize articles, make arrests and execute warrants.

'Now the whole police oversight process is working much more effectively,' says Burger. 'You see police officers being charged criminally or through police disciplinary processes. We've helped create a more efficient civilian structure with more teeth, and we've also identified weaknesses in training and investigations.'

**'We don't always like what
you say, but you keep us
on our toes'**

Burger says the ISS recommendations were taken seriously because the organisation has a high profile and reliable track record in policing analysis. As an experienced former policeman, he understood the challenges faced by the SAPS.

Without the ISS work, civilian oversight would be in a much worse place today. The value of the ISS intervention is demonstrated by both police and IPID continuing to seek its expertise.

A police general told Burger: 'We don't always like what you say, but you keep us on our toes.' And that's exactly how oversight is supposed to work.

Policing for peace

The ISS has championed the role of police in African peace support operations, and promoted the major role that police play in supporting countries coming out of conflict

Police are vital to the success of peacekeeping in Africa, yet their role has often been neglected. The ISS has helped change this through its work as a key partner in the Training for Peace (TfP) Programme.

Effective peace operations depend on police to help ensure the rule of law and protect human rights. When deployed as part of a peace operation, police provide access to justice, build trust between local police and the community, and help develop the capacity of host state police.

‘Good governance is the foundation of conflict-free environments and the police’s role in establishing that is very important,’ says Annette Leijenaar, head of the ISS peace operations and peacebuilding division.

Until recently there was a fundamental gap in the African Union’s (AU’s) design of these operations. ‘Planning and structure have often been dominated by military voices. The police has lagged behind, and police chiefs have had to enhance their understanding of peace operations.’ There was also a lack of guiding documents to clarify the role for police in peace support operations.

As a result, the ISS steered the development of an AU policy framework to include police in continental security and peace operations. The functions of the police in peace support operations are now clear, and the police have a role in designing and implementing the operations.

The ISS played a key role in establishing the AU Police Strategic Support Group in 2014. The group champions the improved representation of police in AU Peace and Security Council decisions.

It also developed policing guidelines for peace support operations, with a code of conduct and ethics, standard operating procedures, and common training standards.

Police play a critical role in stabilising post-conflict environments

The ISS facilitated the development of the AU Policy for Policing in Support of Peace Operations. It is ready for implementation by Africans for Africans. A full-time ISS police specialist is helping to drive the policy, drawing on support from a pool of 30 African policing experts.

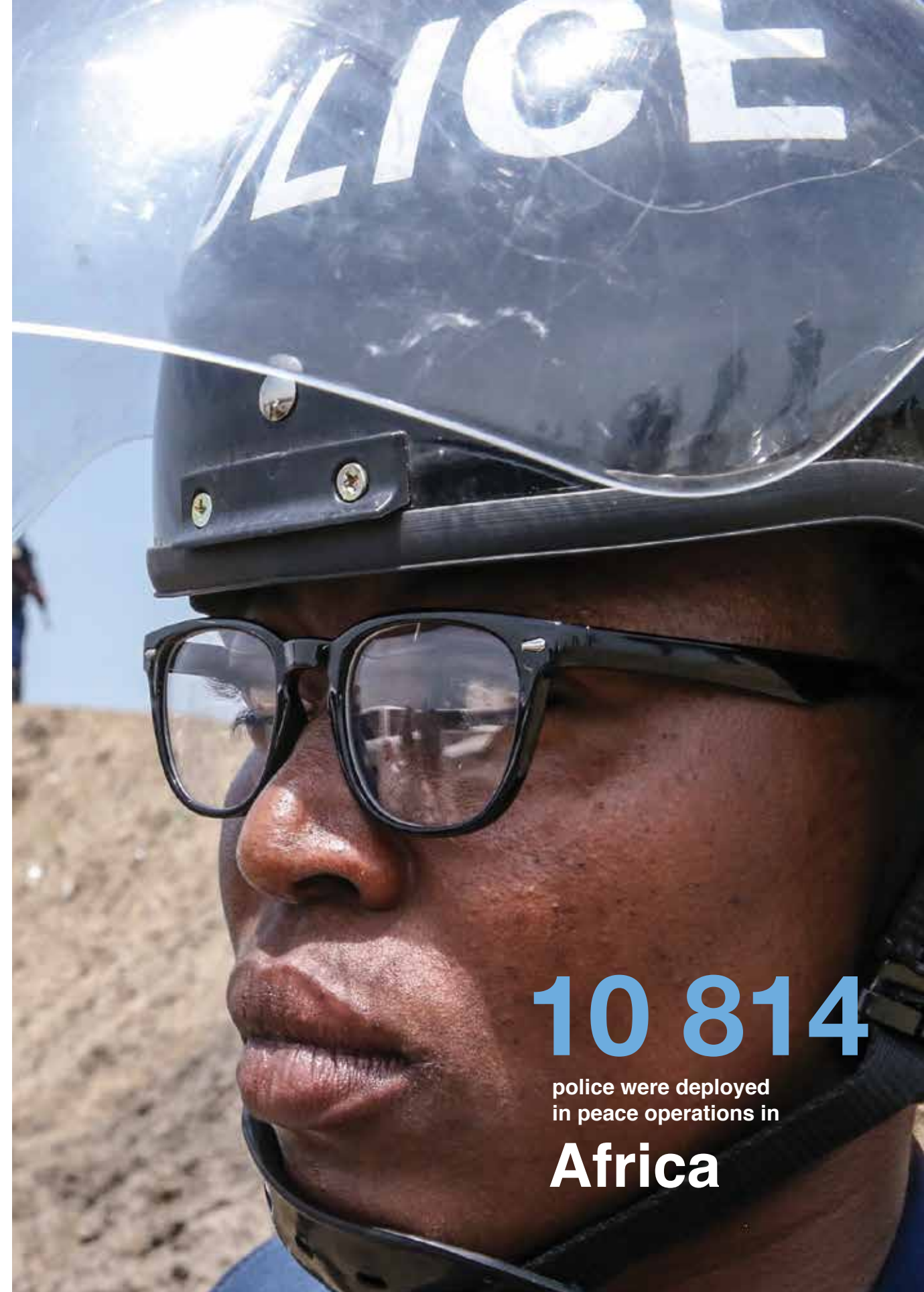
The enhanced role of the police in African security efforts has been described as a huge achievement by the Head of the AU Peace Support Operations Division, Sivuyile Bam.

‘The ultimate impact,’ says Leijenaar, ‘is we now have police who understand their importance in making African peace operations more effective, and better equipped to recognise the centrality of policing.’

‘And that will contribute to more sustainable peace and better conflict management in Africa.’

“I wish to extend my appreciation to the ISS for its dedication and support in enhancing police capacity for peace operations in Africa

Crowd Chirenje, Police Coordinator, AU Peace Support Operations Division



10 814

police were deployed
in peace operations in

Africa



Justice in Uganda for terrorism and grave crimes

The ISS helps Uganda investigate and prosecute the country's worst crimes that involve complex cases with vast volumes of evidence, many victims, and accused from different countries

ISS training develops the skills of investigators, prosecutors and judges who deal with crimes ranging from terrorism to organised crime and crimes against humanity. The need for training follows the rise of violent extremism in Africa, and the call for effective responses to international crimes.

ISS uses African judges and prosecutors as trainers and to help design the curriculum

At stake is Uganda's ability to deliver on its international legal obligations and show that Uganda's courts are fair and competent.

Investigators, prosecutors and judges have wide-ranging responsibilities, which limit the opportunity for specialisation. They run cases of financial crime, cybercrime and terrorism, with high caseloads and limited resources. The ISS helps them negotiate legal and technical hurdles, and improve the handling of these complex crimes.

Challenges include processing evidence from several jurisdictions, as in the July 2010 suicide bombings of crowds watching football in the capital, Kampala. That attack left 74 dead and a trail of evidence across central and east Africa. Al-Shabaab claimed responsibility and the trial of the 13 Kenyan, Ugandan and Tanzanian alleged perpetrators began in 2015.

In 2010,
a suicide
bombing left

74
dead



UGANDA

ETHIOPIA

KENYA

Another complex case is that of Lord's Resistance Army (LRA) commander Thomas Kwoyelo charged with serious crimes committed over two decades across Uganda, Sudan and the Democratic Republic of Congo. Efforts to prosecute him began in 2010 and suffered many delays. Kwoyelo is not wanted by the International Criminal Court, but his comrade in arms, Dominic Ongwen, is. Further complicating matters is that both men were abducted to join the LRA as children, and are in effect victims turned perpetrators.

These domestic and international cases now run in parallel, casting a spotlight on Uganda's police and courts.

'As a result of our training, police and prosecutors are working together more closely, and judges have a deeper understanding of the challenges,' says Jemima Njeri Kariri, a senior researcher in the ISS international crime in Africa programme. 'The complexities of evidence gathering are being addressed and there's a shared commitment to deliver the justice that victims deserve.'

The ISS uses experienced African judges and prosecutors as trainers, who help design the curriculum. Investigators and defence attorneys help trainees study cases from different angles. Training involves simulations, case studies and debates about practical challenges.

The ISS also helped Ugandan police deliver courses at the new counter-terrorism training school.

The ISS counter-terrorism training manual and standard operating procedures booklet guide officers in terrorism investigations. Mentoring of Ugandan trainers has enabled them to develop a robust regional counter-terrorism capacity.

ISS training is welcomed by law enforcement and judicial officers faced with some of Africa's most complex and long-running criminal trials.

Many say it's the best training they have attended and that it's useful to their work

'Participants come prepared and take full advantage of the expertise available', says Njeri Kariri. The training has been highly rated, and many say it's the best they have attended and that it's useful to their work. Uganda continues to request ISS training to help build its law enforcement skills.

“The ISS manual is an invaluable asset. Its basic procedures guide officers on how to respond and carry out terrorism investigations.

Chombe Geoffrey, Senior Commissioner of Police and Deputy Director in Uganda police's counter-terrorism section



Harnessing talent, experience and passion

Dr Jakkie Cilliers
Chairperson, ISS Board of Trustees

The excellent work of the ISS is possible because of its dedicated staff who share a personal commitment to improving human security in Africa

ISS staff are recruited for their critical thinking, expertise and practical experience. They come from 15 African countries and their passion is making Africa a safer place. Two-thirds of our staff are women and as many make up ISS senior management. Training, career development and an internship programme help build our expertise.

The quality of the ISS team puts it in demand internationally, with four staff serving on UN Security Council expert groups. The career paths of ISS staff tell a story of talent and experience. We profile some of these people in this annual review.

Otilia Anna Maunganidze is a trusted commentator on terrorism and war crimes. She welcomes new challenges, like steering an ISS project on migration. Barthelemy Blede's academic and practical grounding in maritime affairs means he can help the Economic Community of West African States draft and implement its maritime strategy.

As a former police general with degrees in law and policing, Johan Burger understands South Africa's crime challenges.

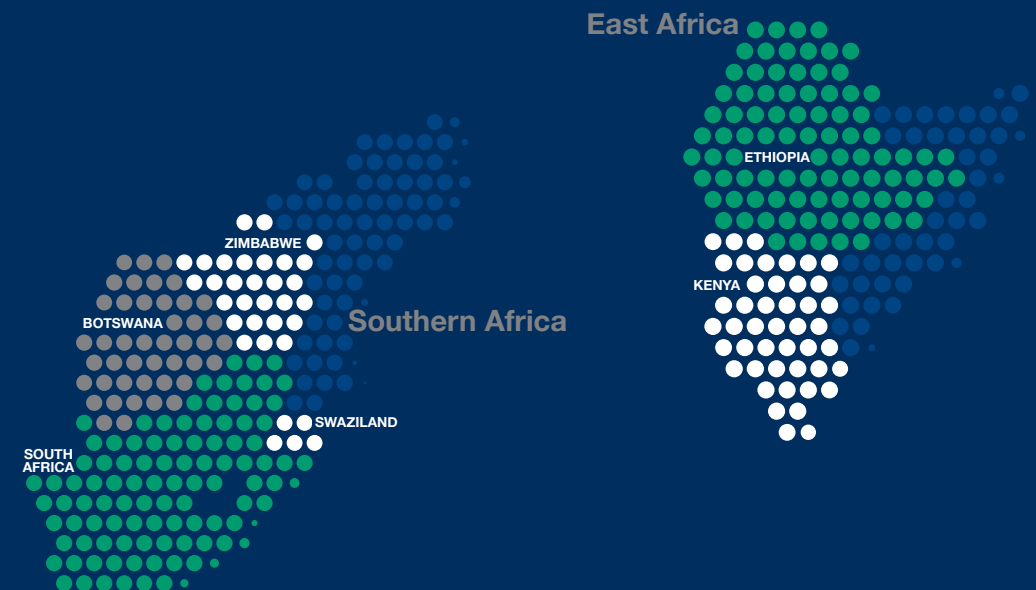
His credibility as a policy advisor makes the ISS a leading resource on policing reform. Golda Keng Ajode applies her experience and passion for people as head of our African Centre for Peace and Security Training.

Martin Ewi's career was moulded by first-hand experience of violence 35 years ago in Cameroon. His road to the ISS included working for the African Union in New York and Addis Ababa.

ISS staff are recruited for their critical thinking, expertise and practical experience

Tonette Grütter is at the centre of the ISS staff success story. As head of human resources, matching some of Africa's top experts to positions where they can improve human security is her passion.

These are the kinds of people who make the ISS a credible and trusted partner for building a peaceful and prosperous continent.





Otilia Anna

Maunganidze

Pursuing opportunities to protect human rights

A thought leader on international criminal law, Otilia's on speed dial for journalists seeking commentary on the migrant crisis and how to deal with terrorism and international crimes.

Originally from Zimbabwe, Otilia applied for an ISS internship that was meant to last four months; a hiatus before pursuing her master's degree in Brussels.

Seven years later, Otilia is still at the ISS – having graduated from African security analysis intern to international crime researcher, and now senior researcher in the office of the executive director.

'So, I never got to study in Brussels,' she laughs. 'Instead I did my master's in international human rights law and fundamental rights litigation through UNISA while I was working. It was the best decision; academically and professionally.'

Otilia says she isn't one for labels. 'I've never regarded myself as a traditional researcher focusing on one topic. I've always wanted to know more.'

Q&A

Seven years is a long time. What still excites you about the ISS?

I have room to engage on new things. I've worked on international justice and terrorism, and in the executive director's office, I cover strategy and identify new issues for the ISS, like migration. Other than being a migrant myself, I knew little about it. But it interests me, and I'm now working on a new project on migration in Africa.

The ISS gives me space to grow. The support of the executive director and colleagues has made all the difference.

Any memorable career highlights?

I presented on a panel with the then deputy prosecutor of the International Criminal Court, Fatou Bensouda – who is now the court's chief prosecutor. I was very nervous. I spoke on why Malawi, which isn't affected by grave crimes, should promote international justice. Bensouda told me my presentation was one of the most amazing she'd heard on the topic. The trip finished off with us kicking a football on the beach at Lake Malawi.

The issues you deal with are very bleak. How do you maintain perspective?

I believe in support structures and try to have a balanced life. I make time for myself and for friends and family. They remind me that the world is actually not a bad place.

The ISS gives me space to grow within the organisation

Q&A

Why did you join ISS?

I wanted to help develop maritime policies that can actually work, especially in West Africa. When the position opened up at ISS Dakar, I knew this was where I could make a real difference in the maritime field.

What makes your work rewarding?

Seeing plans turn into action. We've been assisting ECOWAS (the Economic Community of West African States) to draft the plan of action for their Integrated Maritime Strategy, which was adopted by an ECOWAS Committee of Experts. The ISS also helped ECOWAS write the strategy and we're seen as a key partner on maritime issues. Our hard work is yielding results, and that is extremely rewarding.

What is the greatest challenge facing maritime security?

There is so much maritime knowledge in Africa, but so few opportunities to use it to change things on the ground. I've met so many passionate people in West Africa who want to improve maritime security and Africa's blue economy, but their passion doesn't always translate into action.

What keeps you motivated?

I get tremendous support from my boss and my colleagues. This makes it easier to deal with the challenging aspects of my work. I strive each day not just to do a good job, but to do work that truly matters.

I strive not just to do a good job, but to do work that truly matters



Barthelemy

Bledé

Meaningful results are what matter most

Growing up in the small town of Dignago in Côte d'Ivoire, Barthélemy Bledé has always wanted to help people. 'I get no greater pleasure than helping others achieve their goals,' he says.

This life philosophy has inspired an interesting journey for the man in the trademark electric blue suit. With a master's degree in economics, Bledé was set on becoming an accountant in a hospital in Abidjan. All that changed when he won a competition to study maritime affairs in Bordeaux, France.

After returning to Abidjan, Bledé worked his way up to deputy director at the Côte d'Ivoire Maritime Authority. At the same time he completed a Master of Science degree in maritime affairs at the prestigious World Maritime University in Malmö, Sweden.

Bledé's academic credentials and hands-on experience equip him to carry out maritime research and provide policy advice as a senior researcher at the ISS.



Golda Keng

Ajode

Practical, people-centred training

A flight from Cameroon to Ethiopia takes four hours, but Golda's path from her home country to the ISS in Addis Ababa was far more circuitous. After graduating from the University of Yaoundé, Golda taught English in China and South Korea.

'I grew up in a small village. In Asia, I was *the* black person amid nine million people. I was confronted with issues of race, conflict and conflict resolution.'

It was when she enrolled in the peace education programme at the University for Peace in Costa Rica, that Golda discovered a passion for pedagogy and adult learning.

While working for the university's Addis Ababa department, she met staff from the ISS. It was a serendipitous encounter. The ISS was just establishing its African Centre for Peace and Security Training (ACPST), and Golda had the sort of people-centred background that makes all the difference in adult training.

In April 2012 she joined the ISS and three years later she now runs the ACPST.

Q&A

Was it challenging to move from an academic environment to the ISS?

It was, but we're designing curricula with practitioners and I keep learning unbelievable stuff from being involved in the training.

People are so passionate about what they do. In Mali we saw the risks that women's movements take for peace. I'm continually taken aback by their commitment and energy.

What sets the ACPST apart?

It's people-centred and holistic, but also pro-active. A lot of those who come to us have clear needs and appreciate the exchange of ideas and the networks we help them create.

Has your work made a difference?

One of the participants from Guinea went home after our training, quit his job and started his own NGO advocating for women's rights. He told me that before, advocacy was a dirty word; it meant fighting with the government. Now the mayor is his friend, and they talk about things without having to be confrontational.

How do you unwind?

Yoga clears my head and helps me to escape. I also have a great network of friends who support each other. A lot of them are in the humanitarian aid field.

A people-centred background makes all the difference in adult training

Q&A

Why the move from New York to Addis Ababa?

The AU Counter-Terrorism Convention had just come into force, and they needed somebody to establish the AU programme. It was an opportunity to shape Africa's response to terrorism; bringing to bear the horror I had seen in New York.

What attracted you to the ISS?

After the AU, I was at the Organisation for the Prohibition of Chemical Weapons in The Hague. I wanted to come back to Africa to work on terrorism.

The ISS was a place where I could continue my work, but with more leverage, autonomy and independence.

Looking back on your work at ISS, what gives you a sense of achievement?

Terrorism is now accepted as a genuine African problem. That has brought more rigour to counter-terrorism responses on the continent. Our capacity-building work has brought an unprecedented standardisation of skills and knowledge.

How do you relax?

I love football – it completely takes my mind off work. I also love cooking, gardening and playing with my daughter. It's very calming and reflective.

At the ISS I have more leverage, autonomy and independence



Martin

Ewi

A conflict-resolution career moulded by violence

The 'bloody new year'. That is how Martin, not quite six at the time, remembers New Year's Day, 1981. 'A conflict threatened to turn violent and security forces intervened, shooting randomly. We saw all these bodies on the ground,' recalls Martin.

Originally intent on studying medical science, the Rwandan genocide led Martin to pursue political science and conflict resolution instead. 'A lot of refugees came to Cameroon – bringing their faces of war with them. It was really moving. I started looking at life differently.'

With a master's from the University of Notre Dame, Martin joined the AU mission to the UN in New York.

On the morning of 11 September 2001 Martin was late for a meeting. 'When I got to the station, the first tower was already on fire'. He escaped the attacks unscathed, but they would steer his life in a new direction. The next day Martin was assigned to follow the UN's debates on terrorism, and six months later he moved to Addis Ababa.



Johan

Burger

Honest analysis based on facts and experience

Even though they've never met him, many South Africans feel as though they know Dr Johan Burger personally.

His calm voice on TV and radio is one they trust to tell the truth and make sense of tough topics like police corruption and public violence.

'I do hundreds of media interviews a year. In public, people often thank me for what the ISS is doing; that we remain outspoken.'

For the past decade, Johan's name has been linked to the ISS, but for 36 years before that he was a policeman. He retired from the South African Police Service in 2004 as an assistant commissioner.

'It was a huge jump from the operational work I did in the police, and then converting to research.' At the ISS, he has applied his vast knowledge of policing to achieve tangible results.

Q&A

What is your proudest achievement at ISS?

There are many, but one is a report we did for the Independent Complaints Directorate (ICD), which changed the way the ICD worked. It took a few years, but a new act creating the Independent Police Investigative Directorate was since passed, and that was a huge step forward.

How do you ensure the right message gets out in the media?

It's about being honest and responsible, which sometimes means knowing what needs to remain unsaid. You must be sure that you can back up what you are saying.

What sets the ISS apart?

The ISS is seen as credible – not only because our research is high quality, but also because of the quality of the staff. The ISS isn't just about talking and writing; we provide practical assistance. For example, we've given expert witness testimonies in court and contributed to several commissions of inquiry.

You've been accused of defamation?

What I say at the ISS is based on facts, sound research and solid experience, so nothing has come of these kinds of threats. The previous minister of police once told me: 'I don't always agree with you, but I appreciate that you are always objective.'

What do you do to relax?

I take a break by reading, spending time in the garden and spending time with my wife and family.

The ISS isn't just about talking and writing; we provide practical assistance

Q&A

What were your priorities when you started at ISS?

ISS had expanded and outgrown its HR practices. We needed to create structure so employees knew what ISS expected from them. We rewrote the policies, and surveyed staff about their concerns.

What attracts people to work for the ISS?

It has a lot to do with passion. People like to work in an environment where they can make a difference.

How is working here different to working at other organisations?

ISS gives people an incredible opportunity to grow and build their profiles. If you have an idea that fits our goals, you can run with it.

Several staff have left for organisations like the AU and UN. Is this good or bad?

It's beneficial because we don't break those ties and they become part of our global network, which helps ISS to have influence.

So change is a good thing?

Change brings renewal, and new people bring new perspectives. And we don't just train our junior staff to work for us – we know they will one day contribute to human security beyond the ISS.

How do you unwind?

I'm fortunate to have a relaxed and happy home life, and that makes me a happy person. It means I can cope with anybody's problems.

Change brings renewal, and new people bring new perspectives



Tonette

Grütter

A work environment where you can make a difference

The ISS is a respected source of African talent and experience.

At the ISS, young researchers learn to interact with decision makers, and experienced staff are able to effect real change through their work.

Matching some of Africa's top experts to positions where they can improve human security is what motivates Tonette, the ISS human resources manager. Together with a trusted and loyal team, working at the ISS is something she feels proud of.

Tonette always knew she wanted to help people. After finishing her honours degree in psychology in Pretoria, she realised South Africa doesn't need more psychologists. 'Only the affluent few can afford them,' she says. 'I wanted to reach people in a broader sense, so I looked for other opportunities.'

These came in the human resources field, where she was manager at Rovos Rail and a large hotel group in Jersey before joining the ISS in 2002.

What we did in 2015

Research that informs

 **58**
Publications

Daily ISS analysis of human security issues

244 
online ISS Today articles

1 427 
Media interviews

170
Public seminars
and presentations



Policy advice

 **319**
Closed briefings

Training and technical assistance

 **210**
Days of training provided

29

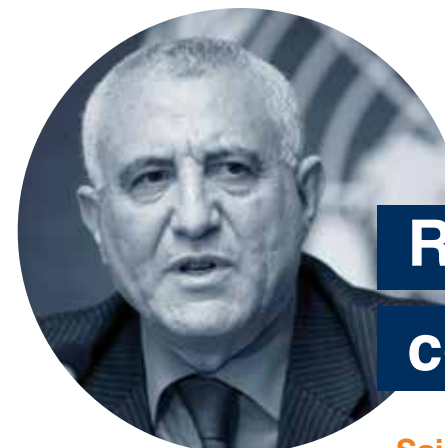
Training courses

 **809**
People trained

ISS staff go to
where they're needed
2 606
Days spent working in
target countries



47
Technical
assistance &
advisory workshops



Responding to Africa's complex security threats

Said Djinnit
President of the ISS Advisory Council

The ISS focuses on the main threats to human security and assists in tackling obstacles to Africa's development

The value of ISS research and analysis lies in its ability to understand these threats. This enables informed and practical interventions to deal with challenges like migration, terrorism, radicalisation, corruption and organised crime.

The ISS works in the continent's security hot spots, from Mali and the Democratic Republic of the Congo to Burundi and Kenya. The influence of the ISS is real and is reflected by the appointment of its researchers to UN expert panels monitoring sanctions in South Sudan and Libya.

To ignore these threats, or to respond without understanding, could just make them worse

The ISS has established networks with key decision makers. It collaborates with African and international partners on security strategies in the Sahel, and advises on options to resolve crises in countries like Burundi. The ISS supports the African Union and regional bodies as they build capacity for effective peace operations and peacebuilding.

In South Africa, the ISS is the leading independent resource on crime trends and preventing violence. Its researchers help build accountability for corruption, and advise on police reform.

Africa's changing security landscape requires the ISS to respond to more complex threats, like the emergence of non-state actors in violent conflict, and the devastating loss of life as a result of mass migration from Africa to Europe.

The drivers of conflict such as Africa's young population, urbanisation, a surfeit of arms, and governments stuck between autocracy and democracy are exploited by organised crime groups and terrorists.

The ISS works to understand and mitigate these threats. To ignore them, or to respond without understanding, could just make them worse.

325
people
were trained in 2015

Transnational Threats & International Crime

ISS helps governments and civil society tackle terrorism, organised crime, grave crimes and the control of weapons through research, strategy development and specialised training

Global research network

The UN Security Council's Counter-Terrorism Committee comprises all 15 council members. The committee's Executive Directorate invited ISS to join its global research network on terrorism. ISS is the only African partner and one of 28 leading research institutions helping inform UN responses to terrorism.

Global policy on conflict and terrorism

ISS Executive Director Anton du Plessis shaped discussions at the World Economic Forum (WEF) through his role as vice-chair of the WEF's Global Agenda Council on Terrorism. He is also on WEF's Meta-Council on the Illicit Economy, and the Global Agenda Council on Fragility, Violence and Conflict. He was a discussion leader at WEF Africa and participated in the annual Davos meeting.

During the UN General Assembly in New York, when the Post-2015 Development Agenda was adopted, ISS argued that counter-terrorism should be a development priority and not just a security measure. This position is informed by ISS research on violent extremism in Africa.

Excellence in counter-terrorism research

The Terrorism Research Initiative – one of the largest international research groups on terrorism – awarded the 'best PhD thesis' to ISS senior researcher, Dr Anneli Botha. Botha's ground-breaking research on the causes of extremism and how to respond articulates an African perspective on terrorism.

Published research

- Good talk, not enough action: The AU's counter-terrorism architecture, and why it matters
- Survive and advance: The economics of smuggling refugees and migrants into Europe
- Towards the 2016 Comprehensive Review: Former experts assess UNSC Resolution 1540
- The Zimbabwe torture docket decision and proactive complementarity

Migration crisis

ISS research showed how African refugees and migrants reach Europe with the help of an increasingly violent and opportunistic smuggling industry. Profitable transnational networks threaten human security and state stability. Each migrant's journey is defined by their ethnicity, income and country of origin, and by highly responsive smugglers.

Africa must deliver international justice

ISS draws on its networks in governments and legal circles to analyse African states' position on international justice and the International Criminal Court (ICC). Discussions hosted in The Hague and on the continent covered African concerns with immunities for heads of state and the ICC's rules of procedure and evidence. As the African Union talked about withdrawing from the court, the ISS urged African leaders to deliver justice to their people, whether in their own courts or the ICC.

Libya sanctions

ISS researcher Ben Coetzee was appointed to the UN Panel of Experts on Libya to collect and analyse data on the supply and sale of arms, especially through illicit trafficking networks. The panel supports the UN Security Council committee that monitors sanctions against Libya.

Linking the world's prosecutors

ISS, the International Association of Prosecutors and the UN Counter-Terrorism Committee Executive Directorate launched the world's first Counter Terrorism Prosecutors Network. It will help states collaborate to prosecute terrorists and share lessons.



Global policy on weapons of mass destruction

ISS helped improve disarmament and non-proliferation efforts. UN Security Resolution 1540 compels states to prevent the proliferation and trafficking of nuclear, chemical and biological weapons. ISS brought together former 1540 committee experts to advise the Security Council on how to improve the implementation of the resolution. ISS also partnered with East Africa's Intergovernmental Authority on Development (IGAD) and the AU to develop capacity for implementing resolution 1540.

Training courses

Terrorism

- Training for prosecutors, judicial officers and police from the East African Association of Prosecutors, East African Magistrates' and Judges' Association and EAPCCO and ECOWAS member states.
- ISS, the Africa Prosecutors Association (APA) and the AU trained prosecution heads from Angola, Benin, Cape Verde, DRC, Mozambique, Namibia, Niger, Rwanda, South Africa (SA) and Uganda. A manual developed by ISS and APA was used.
- ISS and SA's National Prosecuting Authority trained prosecutors on international crime, terrorism and transnational threats. This is the seventh such annual course.
- National training courses for prosecutors and investigators for Rwanda, Tanzania, Gambia and Côte d'Ivoire.

- ISS, the governments of Algeria, Senegal, US, and the International Institute for Justice and the Rule of Law trained 71 police, justice and finance officials from nine North African and West African countries on prevention, crisis response and denying the financial benefits of ransoms to terrorists.

Human trafficking

- ISS and the APA trained prosecutors from six African countries.

Bomb disposal and explosives

- Training for police units in Kenya, Uganda and Tanzania.

Arms trade

- Training and technical support to help sign, ratify or implement the Arms Trade Treaty for the governments of Rwanda, Botswana and SA.

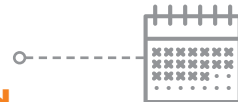
64

Closed briefings



103

Days of training provided



ISS training was professional and outstanding

Dr JP Pretorius, National Prosecuting Authority, SA

African Futures & Innovation

ISS analyses Africa's trajectories for conflict, development and socio-political change and their implications for policy

Africa's powerhouses

An innovative study on the future of power and influence showed Algeria, Egypt, Ethiopia, Nigeria and South Africa leading the continent. Briefings were provided to African and international governments and think tanks, and the results were widely read and debated.

Briefings were delivered in

20 cities around the world



Extremism and violence in Africa

Research into violence by extremists in Algeria, Egypt, Tunisia, Libya, Mali, Nigeria and Somalia shed light on the drivers of violence in Africa. Options for building capable governments that deliver security and inclusive growth were provided.

Water and electricity planning

The South African Water Research Commission asked ISS for information to shape long-term planning. ISS also analysed the electricity grid and implications of current approaches up to 2050. This work informed policy and planning in the Western Cape government.

Global responses to fragility and poverty

An ISS analysis on poverty, conflict and fragility in Africa was presented at the International Monetary Fund World Bank Group Spring Meetings, the UN Development Programme in New York and on the margins of the African Union Summit in Johannesburg.

Advocating for UN Security Council reform

ISS launched Elect the Council – a civil society initiative calling for countries to be elected on a proportional basis to the Security Council and an end to the veto rights of permanent members.

Published research

- Reasonable goals for reducing poverty in Africa: Targets for the post-MDGs and Agenda 2063
- Power and influence in Africa: Algeria, Egypt, Ethiopia, Nigeria and South Africa
- South African Futures 2035: Can Bafana Bafana still score?
- Gridlocked: A long-term look at South Africa's electricity sector
- Green Cape 2040: Towards a smarter grid
- Turning vision into reality: Namibia's long-term development outlook
- Future (im)perfect? Mapping conflict, violence and extremism in Africa
- Violent Islamist extremism and terror in Africa

This presentation demonstrated the power of data and analysis in making compelling forecasts

Prof Oshita Oshita, Director General & CEO, Institute for Peace and Conflict Resolution, Abuja



Peace Operations & Peacebuilding

ISS works with the African Union and regional bodies to build capacity for effective peace operations and peacebuilding

Peacebuilding lessons from Africa

The UN University Centre for Policy Research requested a policy paper on South Africa's peacebuilding efforts. It was used to inform UN policy on achieving Agenda 2030.

Published research

- Happily ever after: How UN member states can ensure sustainable peace
- Considering the relevance of peacebuilding within external interventions in Africa
- Post-conflict development: What SA can achieve through SADC
- SA's development cooperation: Opportunities in the global arena
- Deepening SA-India private-sector relations
- Enhancing maritime domain awareness in Africa
- Why Africa must resolve its maritime boundary disputes

After a decade of declining conflict levels globally, violence is again on the increase. Peace operations, which encompass peacekeeping and peacebuilding, are the most visible responses to conflict. Despite improvements, many such operations have failed to protect civilians. The ISS contributed to efforts to improve the UN/AU's ability to bring peace and security.

UN peacekeeping review

The ISS helped shape global policy on peacekeeping. Lessons from operations in Africa were discussed with the UN High Level Independent Panel on Peacekeeping.

The ISS facilitated Riana Paneras, the Police Commissioner for the UN-AU Mission in Darfur, to provide valuable practical expertise on the police's role in peace operations. The ISS also convened African partners to give the panel viewpoints from the ground.

UN peacebuilding review

The ISS was asked for African perspectives on how to improve global approaches to peacebuilding. One recommendation was to use African civil society to build ownership and sustainability. An ISS policy brief and video set out practical steps to help states implement the review's recommendations.

“The ISS video on the 2015 UN peacebuilding review accurately captures key recommendations that states need to be aware of

UN Peacebuilding Office, New York



139
police
were trained for
peace operations

Maritime security and the blue economy

The ISS works with regional and continental bodies to develop and implement policy on maritime security and Africa's blue economy.

ISS promotes Africa's blue economy through its networks and ability to convene top decision makers

After helping the Economic Community of West African States (ECOWAS) write its Integrated Maritime Strategy, ISS and ECOWAS prepared the draft action plan that was endorsed in July 2015. ISS is a key partner in West Africa for ensuring that plans progress to action.

In East Africa, the Intergovernmental Authority on Development has asked for ISS support with its maritime strategy.

ISS promotes Africa's blue economy through its networks and ability to convene top decision makers. ISS and Wilton Park brought together senior officials from the AU Commission, regional economic communities and leading African navies to discuss how to implement maritime strategies.

After the meeting, the African Union asked ISS to help launch continental initiatives on the blue economy in Addis Ababa.

“We work with the ISS because of its profound understanding of African maritime security

Robert Grant, Programme Director, Wilton Park

Training courses

- The East African Standby Force used the ISS police managers training programme to deliver an AU-UN course on peace operations. ISS' police advisors facilitated the training.
- ISS and East African Standby Force trained Ethiopian police before deployment to South Sudan and Darfur. Case studies and a field training exercise enabled officers to apply theory and practical skills in a mission environment.
- ISS trained police from 10 states in South Sudan on gender, child and vulnerable persons protection. A train-the-trainers course for police from the UN Mission in South Sudan (UNMISS) was also conducted.
- At the AU's request, ISS prepared Kenyan police to deploy to the AU Mission in Somalia (AMISOM). The course was rated as 'excellent' for its relevance, useful training material and practical exercises. Participants also learnt how to support the Somali Police Force.
- ISS trained deployed AMISOM personnel on sexual and gender-based violence prevention and responses.
- ISS and the International Peace Support Training Centre for East Africa provided pre-deployment training for police. An ISS expert was appointed as a police advisor to the Centre. ISS helped the Centre develop new police training material.



African Centre for Peace & Security Training

ISS trains government officials and civil society organisations to develop and implement policy

Diversity in Côte d'Ivoire elections

Training on elections and diversity encouraged Côte d'Ivoire's ethnic and religious groups to participate in the October elections. Traditional and religious leaders, electoral commission members, and political and legal representatives debated the need for diversity in elections. The training also covered practical ways of ensuring that all factions of society could participate.

More focused training courses

Curriculum experts, ACPST alumni and practitioners designed new courses focusing on emerging threats in Africa. During the year, training was provided to military and police officers, government officials, civil society organisations, UN and African Union (AU) peacekeepers, AU Commission staff, and representatives of regional economic communities.

345 Number of people trained

Arms control in Francophone Africa

The African Centre for Peace and Security Training (ACPST) and the Geneva Centre for Security Policy trained over two dozen government and military officials from French-speaking African countries that have signed up to the global Arms Trade Treaty. The course covered the legal obligations for these states parties and included practical exercises on risk evaluation and prevention, and how legal arms are diverted to illicit markets.

Training courses

- Emerging threats to human security in Africa
- Xenophobia in Africa
- Uprisings and democratic governance
- Threats to good governance
- Diversity and inclusivity in the electoral discourse
- Post-conflict reconstruction and development

57 Days of training provided



Governance, Crime & Justice

ISS examines crime statistics and police conduct. It builds accountability for corruption and human rights abuses and promotes violence prevention

Leader on crime and justice analysis

The ISS is South Africa's leading source on violence, criminal justice and crime statistics. Researchers provide scores of media interviews to build public knowledge so that citizens can hold government to account and help prevent crime themselves.

The detailed interactive maps of the ISS Crime Hub bring statistics directly to the public. Fact sheets and analytical tools enable government, civil society and the media to build a safer society.

The *South African Crime Quarterly* published by the ISS is the country's only open access journal on violence prevention and criminal justice. It is also the only criminology journal on the Scientific Electronic Library Online index.

57 Closed briefings

Building police accountability

ISS had several discussions on crime and policing with Parliament's Portfolio Committee on Police in South Africa. ISS experts advised on how best to assess the police's annual report and strategic plans. Proposals about how the White Paper on Police and new South African Police Service (SAPS) Act could be used to promote ethical conduct, strong police leadership and integrity were made. The ISS has fostered a productive relationship with the committee over several years.

Published research

- Beaten bad: The life stories of violent offenders
- No-man's-land: The uncertain existence of SAPS specialised investigative units
- The 2013 general elections in Kenya: The integrity of the electoral process
- Voter information in Kenya's 2013 election
- Positive parenting in SA: Why supporting families is key to development and violence prevention

Professional and effective policing

ISS helps improve policing in South Africa. Research into police conduct and performance underpins policy advice that ISS provides to the SAPS, Minister of Police and independent investigation bodies.

631 Media interviews

The ISS is a top resource on how to prevent tragedies like the 2012 Marikana disaster and how to rebuild SAPS leadership. ISS expertise was used at the Marikana Commission of Inquiry; it showed how those events were rooted in the police's flawed organisational culture.

SAPS and other decision-making bodies have asked ISS to research issues like demilitarising the police, interpreting crime statistics and improving police oversight. Submissions were made to the Minister of Police's advisory body on draft policies on policing, and safety and security in general. These are the first official policy documents in South Africa in nearly 20 years. ISS convened civil society organisations to discuss and help prepare submissions.

“The balanced and evidence-based way in which ISS informs the public about the politicised nature of police leadership is a great asset

David Lewis, Executive Director, Corruption Watch

Conflict Prevention & Risk Analysis

ISS analyses Africa's complex security issues to inform policy and bring African perspectives to global decision making

Religious radicalism in West Africa

Groundbreaking research informed the Côte d'Ivoire government's response to religious radicalism. Conducted in partnership with the Open Society Initiative for West Africa, the research explained religious dynamics and the likely threat of extremism. Based on field research in Abidjan, Yamoussoukro, Bouaké and Man, the study suggested monitoring both the Muslim communities and evangelical movements. Results were presented to senior officials from Côte d'Ivoire, Burkina Faso, Mali, Niger and Senegal.

South Sudan sanctions

ISS informed UN security policy on South Sudan. Researcher Andrews Atta-Asamoah joined the UN panel of experts that helps the Security Council monitor sanctions against South Sudan. One of five panel experts, he tracked the role of natural resources and finance issues in the ongoing conflict.

324 Media interviews 

Published research

West Africa Report

- Benin elections: The waiting game
- Benin's maritime security challenges in The Gulf of Guinea
- Is Côte d'Ivoire facing religious radicalism?
- Threats to Senegal's fishing sector: A case study from the Ziguinchor region

Central Africa Report

- Preventing conflict in Central Africa: ECCAS caught between ambitions, challenges and reality
- Managing the battle space: Women on the frontline in eastern DRC
- Fighting behind the frontlines: Army wives in the eastern DRC

East Africa Report

- Reviewing options for peace in South Sudan
- The nature and drivers of insecurity in Kenya
- Responses to insecurity in Kenya: Too much, too little, too late?
- The regionalisation of the South Sudanese crisis
- The Tanzanian election 2015: Balancing stability and change
- Somaliland at the crossroads: Protecting a fragile stability

Southern Africa Report

- Elections in a time of instability: Challenges for Lesotho beyond the 2015 poll
- Botswana's foreign policy in SADC: Business unusual?



UN review of women in peace and security

The Security Council is reviewing its global policy on women, peace and security. An ISS submission on women in the military in Africa was made to the high-level review of resolution 1325 – an international law covering women's role in conflict prevention and the protection of women and girls in armed conflict.

The ISS' position drew on fieldwork, policy analysis and the results of a conference attended by representatives from 11 African countries.

Securing the Sahel

After being recognised for achieving 'far-reaching impact' in 2014, the UN special envoy for the Sahel asked the ISS, the European Centre for Development Policy Management, and the Africa Governance Institute to continue their work in the region. The project is helping to improve coordination and reduce the duplication of security efforts, and puts the ISS in direct contact with bilateral and multilateral stakeholders.

“We have a responsibility to add African voices to the gender and security debate

Yolande Bouka, ISS researcher

Communication

To be effective, ISS staff must be skilled communicators

Good communication enables the ISS to achieve impact. With careful planning and selection of target stakeholders, ISS analysis and training reaches those who can improve human security. Exciting content ensures that decision makers engage with the results of ISS work.

Reaching a wide audience

Website views continued to increase steadily, reaching 1 121 137 in 2015. The *ISS Today* online series is the organisation's most popular product; readership grew by 32%. These daily articles by ISS staff provide original analysis of current events.

Social media expands the influence of ISS' work. Facebook, Twitter and LinkedIn followers increased considerably, with a direct reach of 42 000 people and a potential reach of just over 4 million. Users not only read social media posts, but access the reports that the posts promote. Infographics are a key element of ISS communication and generated the most interest on social media.

Reaching the right people

ISS website users from Africa are growing steadily, making up 54% of all traffic. Email alerts are effective for reaching specific stakeholders and steering them

to the results of ISS work. Website hits from email alerts increased by 165%. Electronic subscriptions to email alerts have also grown.

The media is an essential channel for reaching decision makers. The new media room on the website enables journalists to contact ISS experts for commentary and provides easy access to press releases, fact sheets, videos and infographics.

Focusing on impact

Communicating impact shows that the ISS is an authoritative and credible organisation that can improve human security in Africa. It helps to raise funds and encourage stakeholders to partner with the ISS. The new weekly website feature – ISS Spotlight – showcases achievements and successes.

Nurturing skilled communicators

To be effective, ISS staff must be skilled communicators. Interactive training using role-play exercises was provided on writing and working with the media. Modules on visual communication and presentation skills were included. Staff said the training was useful, inspiring and practical.

ISS digital outreach in 2015

1 121 137

Website page views

34%



Website users

269%



Twitter followers

227%



Facebook followers

309%



LinkedIn followers

42 000



Direct social media reach

4 million



Potential social media reach

58%



Traffic to website from social media

Human Resources

Staff training and development allow organisational growth and boost morale

Preparations for the implementation of the ISS strategy 2016-2020 shaped activities in the human resources department in 2015. Policies and procedures were reviewed, along with office space and staffing in line with the strategy's goal of creating a leaner and more sustainable organisation.

A motivated staff

A staff survey of general perceptions as well as experiences of gender equality was conducted. The results will help improve policy and practice and encourage staff satisfaction, morale and motivation.

Gender mainstreaming

Two-thirds of ISS staff are women and an equal proportion of senior managers are women. The appointment of a gender specialist has helped mainstream gender equality in ISS policy and in practice.

64%

Female staff



36%

Male staff



64%

Female senior managers



Better policy compliance

Internal policies and procedures were redrafted and professionally published. A weekly online policy awareness campaign for staff was successfully launched, and an improvement in staff compliance is already evident.

Recruiting the right people

Comprehensive pre-interview skills testing led to better candidate selection and improved results. The use of personality profile analysis and skills testing software helped to select the right candidates.

ISS staff per office



Skills development

The number of interns hosted by the ISS increased in 2015. Staff training and development allow organisational growth and boost staff morale. The 1% skills development levy on all salaries paid in South Africa was used for training, and four South African Education Training Development Practices bursaries were allocated to staff for postgraduate education.



Finance

With continuous improvements, the ISS has been able to mitigate risks and deliver a better service

During 2015, the finance department focused on managing cashflow, audit preparations, improving donor reporting, monitoring compliance with grant agreements and policies, and reviewing finance procedures and practices. With continuous improvements, the ISS has been able to mitigate risks and deliver a better service.

A revitalised department

Under the leadership of Finance Manager Thavan Rajoo, the restructuring of the finance department was completed in 2015. It included handover, mentoring and training as staff moved into their new roles and responsibilities.

With new and expanded donor income, the volume of work is expected to increase. As a result, more capacity for grant reporting is being added to the team.

Improving policy and procedure

Procedures for good planning and control were reviewed and updated. New procurement and travel policies were approved and implemented. Better software to manage procurement was introduced and all ISS offices now use the same system. Efforts to automate tasks that are manual, repetitive and time consuming are ongoing, especially with respect to accounts payable, accounts receivable and financial reporting.

Accountability and transparency

PricewaterhouseCoopers (PwC) was appointed as the ISS' external auditor. Significant audit findings from 2014 were attended to and the necessary process changes put in place to ensure compliance. The year-end processes were refined to align with the scheduling of the annual audit. Ongoing communication and planning with PwC will ensure a smooth audit process for 2015.

Financial Statements 2015

The summary financial statements, set out on pages 40 to 41, are derived from the audited financial statements of the Institute for Security Studies for the year ended 31 December 2015. We expressed an unmodified audit opinion on those financial statements in our report dated 15 September 2016. Our auditor's report on the audited financial statements contained an Other Matter paragraph: 'Other Reports' (refer below). Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by the International Financial Reporting Standard for Small and Medium-sized Entities ('IFRS for SMEs'). Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the Institute for Security Studies.

Trustees' responsibility

The trustees are responsible for the preparation of a summary of the audited financial statements in accordance with the Basis of preparation as set out in Note 1 to the summarised financial.

Auditor's responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 810, 'Engagements to Report on Summary Financial Statements.'

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of the Institute for Security Studies for the year ended 31 December 2015 are consistent, in all material respects, with those financial statements in accordance with the Basis of preparation as set out in Note 1 to the summarised financial.

Other reports

The 'Other Reports' paragraph in our audit report dated 15 September 2016 states that as part of our audit of the financial statements for the year ended 31 December 2015, we have read the Trustees' Report for the purpose of identifying whether there are material inconsistencies between this report and the audited financial statements. This report is the responsibility of the respective preparers. The paragraph also states that, based on reading this report, we have not identified material inconsistencies between this report and the audited financial statements. The paragraph furthermore states that we have not audited this report and accordingly do not express an opinion on this report. The paragraph does not have an effect on the summary financial statements or our opinion thereon.

PricewaterhouseCoopers Inc

Director: Raj Dhanlall
Registered Auditor
Sunninghill
Date: 15 September 2016

Statement of financial position

as at 31 December 2015

	2015 R	2014 R
Assets		
Current Assets		
Current tax receivable	81 963	26 315
Donor and other receivables	15 758 354	17 643 428
Cash and cash equivalents	26 750 934	24 163 918
	42 591 251	41 833 661
Non-Current Assets		
Property, plant and equipment	25 013 907	27 401 251
Intangible assets	226 891	303 992
Deferred income tax	-	130 292
	25 240 798	27 835 535
Total Assets	67 832 049	69 669 196
Equity and Liabilities		
Liabilities		
Current Liabilities		
Trade and other payables	8 102 955	8 576 025
Donations received in advance	38 821 241	40 052 517
Interest-bearing borrowings	619 632	586 929
	47 543 828	49 215 471
Non-Current Liabilities		
Deferred income tax	439 719	-
Interest-bearing borrowings	1 999 818	2 605 315
	2 439 537	2 605 315
Total Liabilities	49 983 365	51 820 786
Equity		
Trust capital	100	100
Reserves	8 337 524	7 939 823
Accumulated surplus	9 511 060	9 908 487
	17 848 684	17 848 410
Total Equity and Liabilities	67 832 049	69 669 196

Statement of comprehensive income

for the year ended 31 December 2015

	2015 R	2014 R
Donations income	124 177 552	145 941 942
Other income	11 415 333	3 393 996
Operating expenses	-135 177 038	-143 776 777
Operating surplus	415 847	5 559 161
Finance income	98 395	82 213
Finance costs	-275 714	-290 899
Surplus before taxation	238 528	5 350 475
Taxation	-635 955	470 448
(Deficit) / Surplus for the year	-397 427	5 820 923
Other comprehensive income:		
Exchange differences on translating foreign operations	-57 794	329 519
Total comprehensive income / (loss) for the year	-455 221	6 150 442
Attributable to:		
Owners of the parent:		
Surplus / (Deficit) for the year from continuing operations	-397 427	5 820 923

Note 1 Basis of Preparation

The summarised financial statements, which include the Statement of Financial Position and the Statement of Comprehensive Income, are an extract of the audited consolidated financial statements of the Institute for Security Studies for the year ended 31 December 2015. The financial statements can be obtained from the Institute for Security Studies at Block C, Brooklyn Court, 361 Veale Street, New Muckleneuk.

Trustees, Advisory Council & Development Partners

ISS Trustees

Amb Nicolas Bwakira held senior positions at the UN High Commission for Refugees. 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 Head of African Futures and Innovation at ISS and Chairperson of the Board of Trustees. He co-founded the ISS and served as executive director until 2015. He is an Extraordinary Professor at the University of Pretoria.

Cassim Coovadia is Chairman of the South African Banking Risk Information Centre. He is also Managing Director of the Banking Association of South Africa and Chairman of the Johannesburg Civic Theatre.

Prof Gilbert Khadiagala is the Jan Smuts Professor of International Relations and Head of Department at the University of the Witwatersrand. He specialises in African international relations, conflict resolution and African regional institutions.

ISS Advisory Council

- **Amb Said Djinnit**, UN Special Envoy for the Great Lakes Region and President of the ISS Advisory Council
- **Ibrahima Fall**, independent consultant based in Senegal, and former UN Special Representative for the Great Lakes Region
- **Mohammed Ibn Chambas**, Special Representative and Head of the UN Office for West Africa
- **Frannie A Léautier**, Partner and Chief Executive Officer, Mkoba Private Equity Fund, Tanzania

Sakumzi (Saki) Macozoma is the Non-Executive Chairman of Safika Holdings, Chairman of Tshipi e Ntle and Ntsimbintle Mining, and a board member of Volkswagen SA. He is former chairman of Liberty Holdings and former deputy chairman of Standard Bank.

Dr Wendy Ngoma is former director of the University of the Witwatersrand Business School. She is the CEO of a management consulting firm and alumni of the INSEAD Social Entrepreneurship Programme.

Prof Maxi Schoeman is Deputy Dean of Postgraduate Studies and Ethics 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 (SA).

- **Susanne Luther**, Director, Hanns Seidel Foundation, Germany
- **Vijay Makhan**, independent consultant and resource person, Mauritius
- **Leonardo S Simão**, Advisor, Fundação Joaquim Chissano, Mozambique
- **Amb Kongit Sinegiorgis**, Ministry of Foreign Affairs, Ethiopia
- **Prof Elrena van der Spuy**, University of Cape Town, South Africa

Development partners

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

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Government of Japan
Government of Netherlands
Government of Norway
Government of Sweden
Government of the United States of America/USAID

Project funding

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African Union
American Institute Research
Austrian Embassy
Bonn International Centre for Conversion
British High Commission
Centre for Humanitarian Dialogue
Chatham House
Chongyang Institute for Financial Studies
CSIR
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Embassy of the Republic of Korea
European Commission
Fahamu Africa Limited
Finn Church Aid
Ford Foundation
Geneva Centre for Security Policy
Global Institute Academy
Global Initiative Against Transnational Organised Crime
Global Justice Academy
Government of Canada
Government of Estonia
Government of Côte d'Ivoire
Government of New Zealand

Government of South Africa
Government of the United Kingdom/Department for International Development
Hanns Seidel Foundation
Human Rights Institute of South Africa
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Maxidor SA (Pty) Ltd
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Open Society Initiative for West Africa
Seven Passes Initiative
South African National Defense Force
Swiss Confederation
The Centre for International Governance Innovation
The Development and Peace Foundation
The Water Research Commission
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