



Improving human security in Africa

Annual Review 2019

**The Institute for Security Studies partners
to build knowledge and skills
that secure Africa’s future**

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An African partner ready to face global challenges

ISS aims to build resilience from the ground up through evidence that guides policy and practice

The high-impact work in this annual review shows how the ISS works in trusted partnerships with governments, regional organisations and civil society to respond to complex and interconnected human security threats.

Innovative responses to emerging threats

The ISS remains focused on all dimensions of human security, including the cause and effect of crime, conflict and instability. New work began in 2019 on the impact of technology in Africa, including future cyber threats and how emerging technologies can benefit rather than weaken governance and economic competitiveness.

Nobody was adequately prepared for COVID-19. The ISS has however long warned about African vulnerabilities from under-funded health systems, and our recent forecasts show how to mitigate the pandemic's worst effects and build future resilience.

ISS' African Futures and Innovation programme uses data to question mainstream perspectives on Africa's growth prospects. Forecasting and analysis of long-term trends is increasingly

integrated into ISS programme development and informs the strategies of governments, donors and regional partners.

Trusted partnerships

One of our major projects in 2019 was with South Africa's National Prosecuting Authority (NPA). For 10 years the NPA was undermined by powerful politicians and corrupt private sector actors determined to weaken institutions that might hold them accountable. With a multi-year programme of strategic support from the ISS, the NPA is rebuilding itself as an independent and trusted organisation.

The strength of our regional offices underlies ISS' 2019 achievements. The expanding team in Dakar has built a reputation for ground-breaking research and policy analysis, and is forging relationships at the highest levels of government and international organisations dealing with threats like violent extremism.

In Addis Ababa, the ISS is consolidating its partnership with the African Union and the Ethiopian government and works closely with key ministries to support the country's transition.



ISS is ready to help Africa respond to the negative impacts of COVID-19, especially on the rule of law and human rights

Anton du Plessis, ISS Executive Director

New leadership

In the next five years, Africa will need to respond with agility to the effects of COVID-19, a realignment in global power, and the rise of authoritarianism and economic nationalism. These are challenges the ISS is ready to confront in its 2021–2025 strategy under the leadership of Fonteh Akum who moves from our Dakar office to take up the position of ISS executive director from January 2021.

Fonteh will steer an organisation that builds resilience from the ground up through evidence that guides policy and practice, and partnerships focused on Africa's security and development challenges.

Anton du Plessis
ISS Executive Director

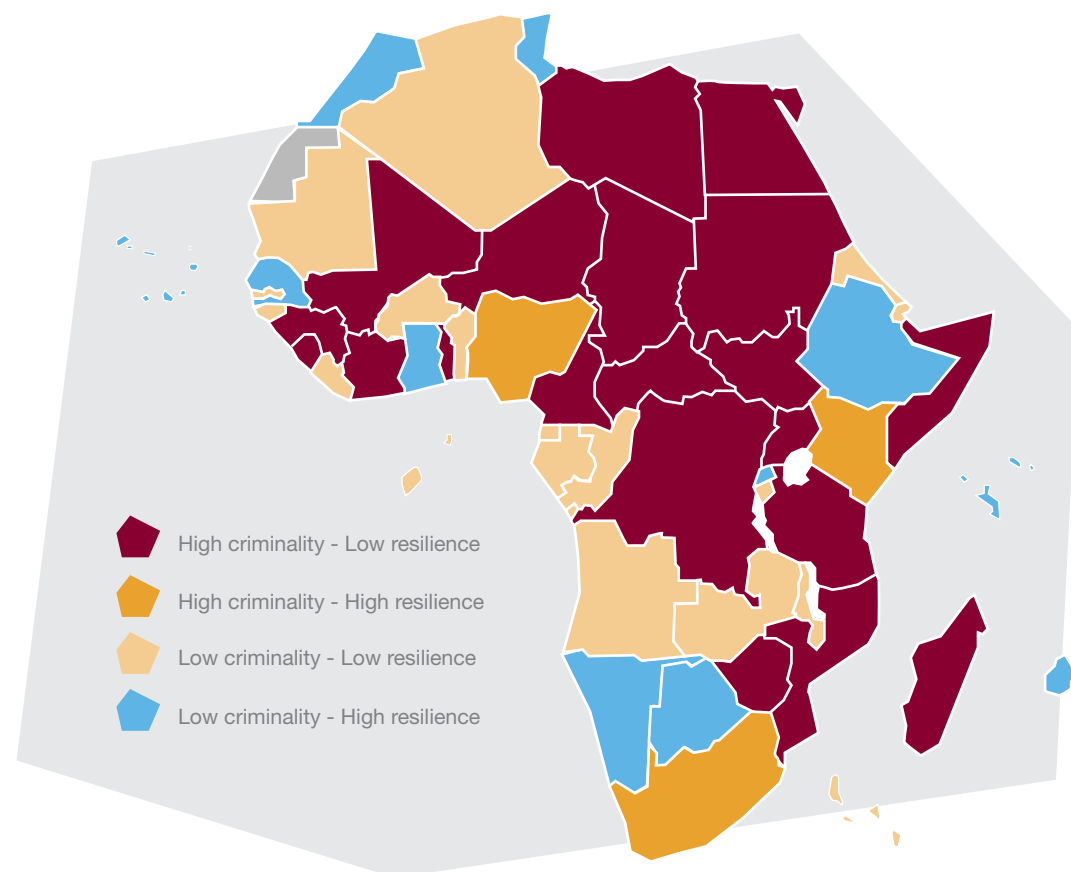
Transnational organised crime

2019 highlights: Africa's new Organised Crime Index, and regional alliances for rapid policing of cross-border crime

New index measures Africa's risk and resilience

An innovative online tool shows which countries are most affected by organised crime, and which can best withstand it. The ENACT Organised Crime in Africa Index was launched on the margins of the UN General Assembly. It is the result of a two-year process of collecting, scoring and verifying data from across the continent.

The index aims to stimulate debate on organised crime in Africa and how best to deal with it. The data informs research, policy analysis and technical support for law enforcement and governance stakeholders. ENACT is funded by the European Union, and implemented by the ISS and INTERPOL in affiliation with the Global Initiative against Transnational Organised Crime.



Africa's drug problem exposed

ISS research revealed that sub-Saharan Africa will see the world's biggest surge in illicit drug users in the next 30 years, with its share of global drug consumption projected to double. Findings from a series of studies were released in Addis Ababa and New York, on the sidelines of the UN General Assembly.

African law enforcement lacks the institutional, technological and financial capacities to significantly reduce drug trafficking markets.

ISS advised that government action must include public health responses, as an over-reliance on policing has caused a disproportionate amount of harm for limited results achieved.

Heroin streams into South Africa

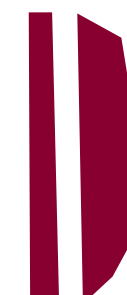
New research revealed a widespread and lucrative heroin market across South Africa, facilitated by gangs, organised crime and corrupt police. This could fuel a surge in drug use in sub-Saharan Africa, which is expected to have 20 million users of hard drugs by 2040.

ISS advised that policy responses should include public health initiatives, and address community vulnerability to drugs and gangs. A regional response against corruption that facilitates the heroin transit route along Africa's east coast is also needed.



I am pleased to note the collaboration with people working on drug policy, harm reduction, healthcare and criminal justice

Raul de Luzenberger, EU Deputy Head of Delegation to South Africa





In 2050 sub-Saharan Africa will see:

Drug users ↑ 150%

23 million drug users in total

Biggest global surge in drug users

Regional alliances take aim at crime networks

Over the past two years, ISS technical support has helped police and customs bodies in West, Central and East Africa jointly tackle cross-border organised crime. In 2019, the ISS facilitated workshops to draft a cooperation agreement between the Eastern Africa Police Chiefs Cooperation Organisation (EAPCCO) and the Central African Police Chiefs Cooperation Organisation (CAPCCO).

The agreement allows police from both regions to share information, and facilitates mutual legal assistance. Joint operations and increased border surveillance will speed up cross-border pursuit and responses requiring rapid access to states' territories.

Police heads from all member countries have signed the agreement, along with Central Africa's security ministers. Once East African police ministers give their approval, the agreement comes into force.

Guns and syndicates in Southern Africa

ISS experts are preparing a strategy against transnational organised crime for the Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO). The policing body also asked ISS to review the Southern African Development Community (SADC) protocol on firearms and ammunition. ISS was also included in SADC's task team on illicit firearms. With ISS technical support, the 'zero draft' of the updated Firearms Protocol was accepted by SADC's legal sub-committee.

Africa strategy against wildlife crime

At the request of the African Union (AU), ISS is helping the Lusaka Agreement Task Force ensure that the AU Strategy against Wildlife Crime is implemented. First steps focused on improving cooperation among wildlife authorities in each of Africa's regions. Police, border control officers and prosecutors discussed the investigation of wildlife crimes at workshops in Zambia, Ethiopia, Congo and Senegal. Heads of national wildlife authorities from countries in each region also met to map out strategies against wildlife crime.

Pangolins threatened with extinction

Research by the ENACT project showed how syndicates threaten the pangolin with extinction in an illicit trade that stimulates corruption and undermines economic development. Profits help finance terrorism and smugglers are linked to criminal syndicates who also traffic people, guns and drugs. The study examined African, regional and national strategies for countering the illicit trade, and advised on law enforcement and governance responses.

Wildlife trafficking strategies focus on iconic species such as rhino and elephant at the expense of lesser-known animals

Richard Chelin, Researcher, ISS ENACT project

Crime, justice and violence prevention

2019 highlights: showing how violence prevention can work, and helping rebuild South Africa's prosecution service

Family violence prevention in the workplace

ISS partnered with GIZ, the University of Cape Town's design school and an agro-processing packhouse to develop a family violence prevention intervention for the workplace. This is the first of its kind in South Africa, and breaks new ground globally. The initiative draws on positive parenting programmes as a way to reduce violence. It creates the possibility for quickly and effectively scaling up projects to prevent violence, with the private sector as a key partner.

Improving responses to sexual violence

Working closely with government officials, ISS sharpened procedures and goals of the Western Cape province's Victim Empowerment Forum. ISS also helped solve challenges at the Khayelitsha Thuthuzela Care Centre for rape survivors. There is now better coordination between service providers and a clear plan for further improvements and more staff.

Positive parenting prevents violence

Queen Silvia of Sweden held talks with ISS during a visit to violence prevention projects in South Africa supported by the Queen's World Childhood Foundation. ISS helped start and implement two of the projects – the Violence Prevention Forum and Seven Passes Initiative. The forum is an interdisciplinary effort to ensure programmes are taken to scale. The Seven Passes Initiative's positive parenting programmes build healthy relationships between men and women, parents and children.

Drawing on the parenting programme's success, ISS helped police in Western Cape province's Eden District develop new approaches to preventing youth violence. The police and municipality are set to take over the initiative, with continued support from ISS in 2020.

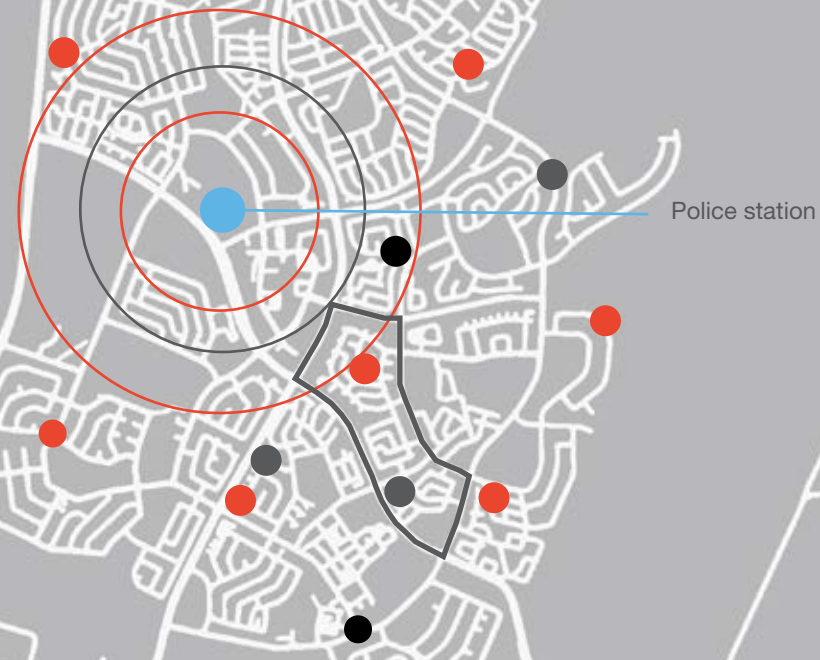
We showed Queen Silvia that her World Childhood Foundation projects are producing tangible results

Dr Chandré Gould, Senior Research Fellow, ISS



Crime categories

- Drugs
- Murder
- Robbery



Police decisions must be based on evidence, not merely a “belief” in what works

Andrew Faull, Senior Researcher, ISS

Trusted expertise on policing

Police Minister Bheki Cele asked ISS to contribute to his Ministerial Retreat on Crime, and ISS also helped the national police develop their strategic outcome indicators for the next five years. ISS advised Gauteng provincial government on its new safety and policing plans, and presented at the Premier's strategic planning session on safety. In the Western Cape, ISS continued to work with the province on its innovative safety plan.

ISS is also fostering a vibrant community of police, academics, researchers and policy makers committed to evidence-based policing. With ISS input, the approach has attracted national and local government attention. Police in Western Cape's George area are piloting it at three police stations in 2020.

Helping to rebuild SA's prosecution service

With ISS research and technical support, the National Prosecuting Authority's (NPA) capacity is being restored after years of damaging political interference. ISS is helping solve the NPA's operational and institutional challenges. Experts designed and helped facilitate the NPA's strategic planning conference and conducted the body's first all-staff survey.

A budget analysis showed the extent of resource shortages, and helped the NPA motivate for more operational and financial independence within government. A capacity building programme for prosecutors is being designed to boost performance and staff morale. ISS also set up a civil society network to support prosecutorial reform.



SA's battle against corruption

In 2019 ISS supported both government and civil society to act against corruption. ISS contributed to a draft policy released by the Presidency as part of the process to develop a National Anti-Corruption Strategy. ISS also helped the National Planning Commission review government's National Development Plan recommendations against corruption.

Civil society has led South Africa's efforts to expose and stop corruption. ISS boosted these initiatives with its Anti-Corruption Portal that analyses graft, its impact and state responses. The portal released the first publicly available review of the Special Investigation Unit's role in tackling corruption.

How state capture infected the justice system

In the most detailed analysis of its kind, ISS and Corruption Watch showed how political interference in South Africa's police and prosecution service helped entrench state capture. The report was submitted to the Zondo commission of inquiry into state capture, and disseminated to the public.

The research revealed that corruption proliferated as the capacity to investigate complex crimes was slashed. Mismanagement saw criminal justice performance fall and violent crime surge. Analysts concluded that South Africa's political culture increases the risk that criminal justice agencies can be manipulated.

Maritime security and the blue economy

2019 highlights: first maritime strategy for Southern Africa, and funding to strengthen Africa's maritime capacity

Strategies to secure Africa's seas

ISS is the foremost source of maritime strategy expertise in Africa. Its experts have contributed to national, regional and continental policy. ISS wrote the Southern African Development Community's (SADC) first integrated maritime strategy, and help organise the working groups to finalise the plan.

The chairperson of SADC's Standing Maritime Committee, Vice Admiral Mata Linguma, attributed the region's enhanced capability to ISS support. The SADC strategy emphasises the links between an effective blue economy and more secure ports and seas. It could significantly improve the region's maritime prospects.

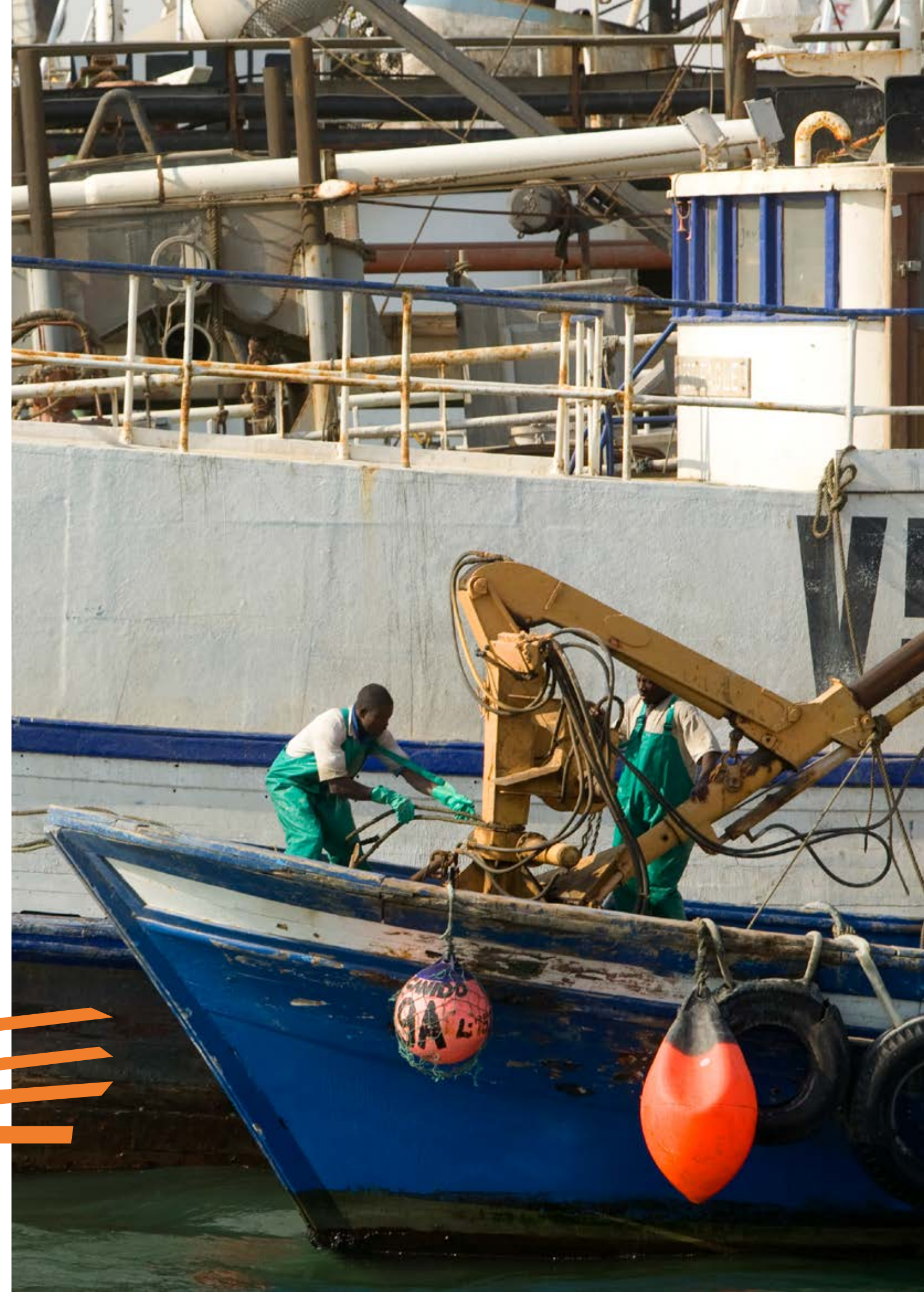
ISS experts shaped maritime strategies for the African Union (AU) and regional economic communities in West and East Africa. ISS informed the AU Development Agency-NEPAD Blue Economy programme and was asked by the South Africa to help draft its national maritime security strategy.

Boosting Africa's maritime capacity

ISS received funding from the government of Norway for a three-year project to inform African maritime strategy implementation and create effective and accountable maritime institutions. ISS has strong relationships with government officials across the continent, and is skilled in capacity building.

Norway's continued support for the ISS, said the country's Ambassador to South Africa Astrid Emilie Helle, was in part due to the organisation's presence across the continent.

The AU, regional economic communities and selected countries will benefit from the project. An important outcome will be the development of a sustainable Maritime Strategic Support Group at the AU.



Southern Africa's new strategy is an enormous breakthrough for sustainable maritime development

Tim Walker, Senior Researcher, ISS



Evidence-based support on Indian Ocean security

ISS provided research and technical support to South Africa during its three-year term as chair of the Indian Ocean Rim Association (IORA) that ended in 2019. The 22-member organisation is an economic community of countries bordering the Indian Ocean. During 2019, both South Africa's foreign affairs department and IORA drew on ISS' maritime expertise.

South Africa's Department of International Relations and Cooperation (DIRCO) invited ISS to speak at IORA's strategic planning workshop in Mauritius on the Indo-Pacific concept. ISS also shaped South Africa's and IORA's position on the Indo-Pacific concept in maritime strategy. Both IORA and DIRCO asked ISS for support on maritime security and the blue economy in SADC, women's economic empowerment, and how to improve implementation of AU maritime policies through a closer alignment with IORA.

From strategy to action

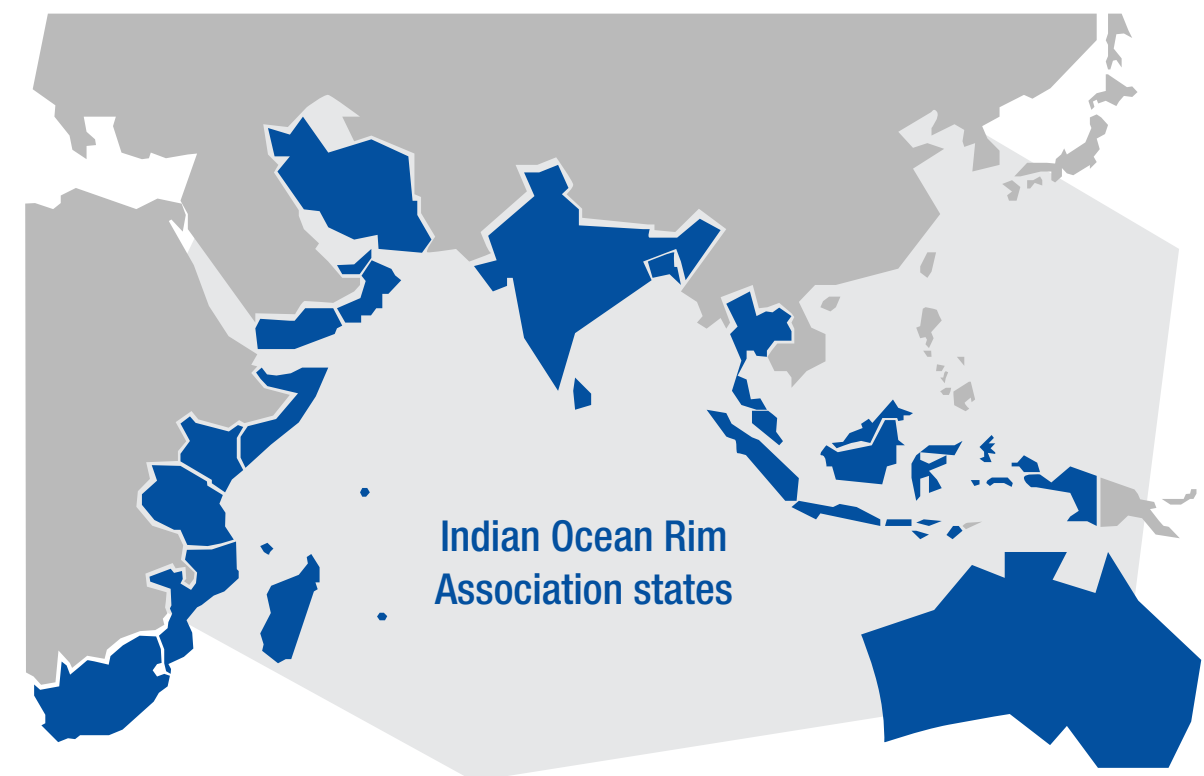
ISS is the AU's key partner on maritime issues, not only for strategy development but also implementation. Together with the AU and the Norwegian Embassy in Addis Ababa, ISS organised and presented at the AU's first retreat on implementing Africa's Blue Economy Strategy. ISS also collaborated with the AU Commission and the Norwegian Embassy on a meeting to decide how to implement the AU's maritime charters, strategies and other instruments.

Maritime council for East Africa

ISS worked with the Intergovernmental Authority on Development (IGAD) to develop a regional maritime council for East Africa. IGAD member states, shippers' councils and associations, and regional, continental and international maritime bodies were called on to support the creation of a regional body to deal with the industry's many challenges.

The ISS is a trusted partner for African decision makers and for us that is the best endorsement

Astrid Emilie Helle, Norway's Ambassador to South Africa



Conflict analysis and peacebuilding

2019 highlights: expertise on Africa's role in the UN Security Council, and Ethiopia's political transition

Africa's role in global peace and security

ISS is a leading source of expertise on UN Security Council (UNSC) dynamics as they relate to Africa. ISS advised South Africa's Department of International Relations and Cooperation during the country's term on the UNSC. Insights were based on field work and research in African capitals and New York, as well as ISS' ability to work as a trusted partner in the corridors of government. ISS convened a civil society meeting on South Africa's first six months in the UNSC and helped develop the strategy for the remainder of its term.

An effective UN-AU partnership is key to Africa's peace and security. ISS signed a three-year agreement with the UN to provide research, briefings and policy discussions on how to improve AU-UN collaboration.

ISS partnered with the AU's Permanent Observer Mission to the UN and the International Peace Institute on joint research and technical support, including on better coordination among African member states in New York.

Our research in African capitals and New York informs our work as a trusted partner in the corridors of government

Gustavo de Carvalho, Senior Researcher, ISS



Country focus: Ethiopia

In 2019 ISS helped understand and support Ethiopia's political transition and the challenge of nation building. ISS and the Prime Minister's office hosted a discussion of over 16 research papers on Ethiopia's reform since April 2018.

ISS also reviewed Prime Minister Abiy Ahmed's new book on Ethiopia's policy development. At the request of Ethiopia's Ministry of Foreign Affairs, ISS contributed to a review of the country's foreign policy.

ISS helped build the capacity of diplomats at the Ethiopian Foreign Relations Services Training Institute. The Ministry of Foreign Affairs awarded a certificate of appreciation to ISS Senior Researcher Dawit Yohannes for his outstanding contribution to the training programme.

Civil society and the diplomatic community were also beneficiaries of ISS' Ethiopia work. Analysts took part in three conferences on nation building, political transition and the challenge of nationalities and group rights. ISS briefed embassies, foreign representatives and inter-governmental organisations on Ethiopia's transition.

ISS research on the drivers of ethnic conflict was widely disseminated and discussed with government and the international community. ISS insights were applauded by leading figures with divergent visions for the country.

Regional focus: The Horn

ISS field research provided new perspectives on the Somaliland–Puntland border dispute. Options for resolution were discussed in Addis Ababa with the Intergovernmental Authority on Development (IGAD), UN, EU and Ethiopian Ministry of Foreign Affairs.

ISS analysis of Red Sea dynamics among states in the Gulf and Horn of Africa was discussed at public seminars and closed events involving the African Union (AU), IGAD, League of Arab States, UN and key littoral states. ISS advised on how to improve cooperation in the region.

Approaches to conflict resolution in Sudan and South Sudan were informed by ISS research. ISS convened a series of closed meetings with AU and IGAD officials, and civil society partners. ISS also helped IGAD's Mediation Support Unit host a workshop on lessons from the 2013–15 South Sudan mediation process. IGAD member states, officials involved in the mediation process and civil society attended. ISS reports on both countries helped establish broad consensus among meeting participants.

ISS researchers contributed to the AU's strategy for Somalia. ISS provided insights on AMISOM's achievements and advised on a political strategy for the AU in the country.

Regional focus: Sahel

Analysis by the ISS and Center for Humanitarian Dialogue provided the basis for the AU's policy framework for the prevention, mediation and resolution of local conflicts in the Sahel. The closed report requested by the AU Commission outlined the nature and causes of local conflicts in the Liptako-Gourma region. When the findings were presented, Mali's president Ibrahim Boubacar Keïta recognised ISS' important contribution to accurately shaping the discourse on the Sahel. A public version of the report will be launched in 2020.

Regional focus: DRC and Great Lakes

ISS analysis covered the leadership change in the Democratic Republic of Congo (DRC), rising tensions between Great Lakes countries, and Burundi's upcoming elections. ISS gave 20 briefings and 68 interviews in the weeks after DRC's contested polls. ISS briefed the US National Security Council in Washington DC on implications of DRC's leadership change. After analysing rising tensions between Uganda and Rwanda, ISS was invited to brief US State Department officials on Uganda's role in the region.

Regional focus: Southern Africa

ISS ramped up its analysis of electoral politics, with field research and commentary on polls in Botswana, Malawi, Mozambique and Namibia. Closed briefings to diplomats in Pretoria, as well as visiting officials from these Southern African states, informed perspectives on the elections and projections for each country's stability. Details of alleged vote rigging ahead of Mozambique's elections, covered in ISS reports and seminars, revealed the risks facing the polls.

ISS provided a nuanced understanding of the policy reforms needed in Zimbabwe. Drawing on fieldwork and a network of specialists, ISS explained the nexus between politics and economics. Findings were debated in Zimbabwe and South Africa, including among officials from foreign affairs and diplomatic missions.

ISS' political economy analysis was recognised by decision makers, including South Africa's Presidential Economic Advisory Council.

The sessions have been extremely useful as we can interact and think creatively on new avenues for engagement

Boitshoko Mokgathe, Coordinator for Sudan and South Sudan, Peace and Security Department, AU Commission

The Commission would like to express its utmost appreciation to the ISS–TfP’s commitment to deliver the next generation of professional police trainers on the African continent

Note verbale, AU Commission



Africa focus: role of youth and women

ISS collaboration with the AU is framed by a joint action plan developed for 2019–20. ISS provides research and technical support to boost capacity of various AU Commission departments.

ISS helped develop the AU’s youth, peace and security policy. With financial and technical support from the ISS–Training for Peace Programme (TfP), a study was launched and consultations held in North, Southern and East Africa.

ISS wrote the Southern African chapter of the report on the youth’s role in peace and security, which was presented to the Peace and Security Council (PSC).

The AU invited ISS to join an independent committee to select the continent’s first African Youth Ambassadors for Peace.

As the AU prepared for the 20th anniversary of UN Security Council Resolution 1325 on women, peace and security, ISS organised a roundtable on how to improve Africa’s implementation of the resolution. To build capacity on gender issues, ISS ran a train-the-trainers course on gender mainstreaming and sexual violence in peace support operations for SADC states.

ISS helped review civil society’s role in peace and stability and how to contribute to African Peace and Security Architecture reform. Seminars were held before and after AU summits by the ISS and Addis Ababa-based Institute for Peace and Security Studies.

Africa focus: conflict prevention and peace operations

ISS worked with the AU’s Permanent Representatives Committee, PSC and the AU Commission to understand and prevent conflict. The creation of dialogue forums for ambassadors and member state officials provided informal spaces for debate and information sharing on policy issues. The ISS’ monthly *PSC Report* complements this work with research-based insights into pressing PSC agenda items and interviews with leading African decision makers.

ISS–Training for Peace (TfP) supported implementation of the AU’s Post-Conflict Reconstruction and Development policy. ISS–TfP helped publish and launch the report on lessons for Silencing the Guns.

At the request of the AU’s Conflict Prevention and Early Warning Division, ISS–TfP produced lessons learned on conflict prevention at the AU.

ISS–TfP plays a leading role in training African police for peace support missions. Technical support was provided to standardise training for the Africa Standby Force. Pre-deployment training of trainers was delivered to AMISOM police contributing countries.

A train-the-trainers course for police from Ethiopia was run with the British Peace Support Team – Africa and the Ethiopian Police University College. Once approved by the AU Peace Support Operations Division, training will be delivered to all regions and peace operations training institutions in Africa.

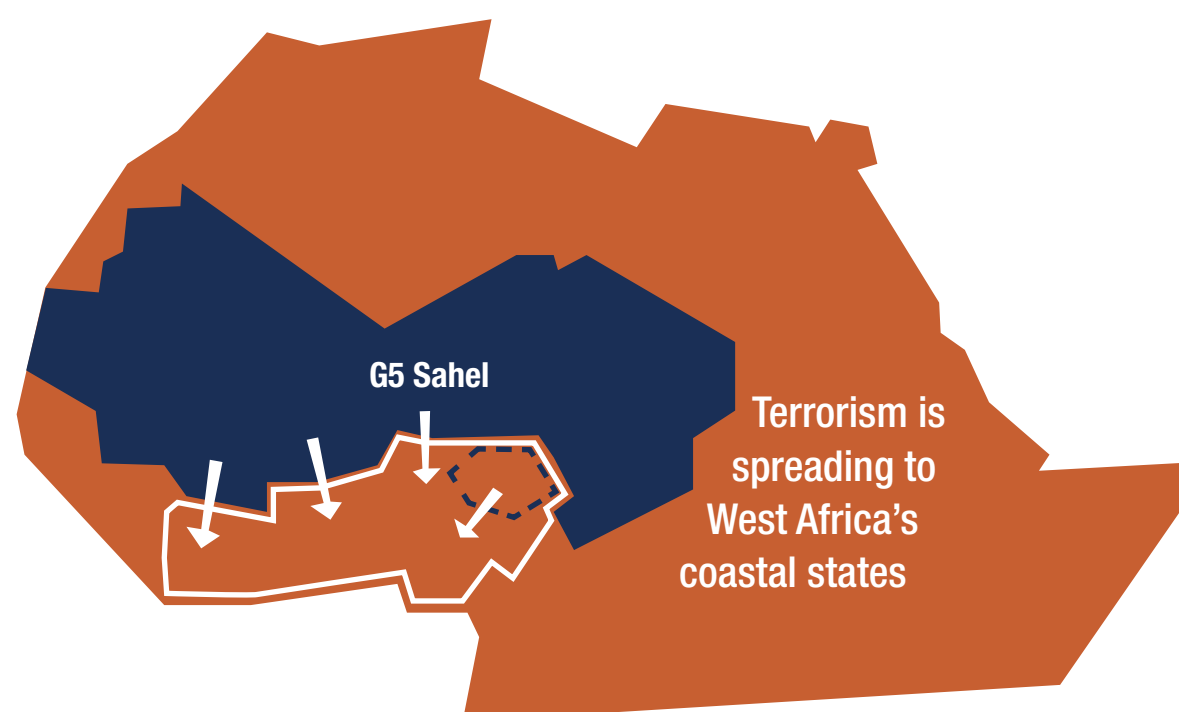
Terrorism and violent extremism

2019 highlights: preventing the spread of extremism in West Africa, and re-thinking dialogue with terrorists

Terrorism spreads from the Sahel

ISS has for several years warned about the danger of terrorism spreading from the Sahel to West Africa's coastal states. ISS collaborates with Switzerland's Federal Department of Foreign Affairs and the Conseil de l'Entente – a sub-regional organisation comprising Benin, Burkina Faso, Côte d'Ivoire, Niger and Togo – to provide technical support, share knowledge and identify best practices.

Regional governments, the African Union and Economic Community of West African States have benefited from ISS insights. ISS expertise informed a workshop in Ouagadougou and ISS also briefed the Conseil de l'Entente's annual gathering of security ministers and its expert and ministerial meetings. ISS was the first independent policy organisation to brief these closed, high-level meetings.



Preventing extremism in Togo and Benin

ISS helped Togo's Inter-ministerial Committee for the Prevention and Fight against Violent Extremism understand the evolution of terrorism in West Africa, and why Togo is at risk. Using ISS analysis, the government established and trained local committees in the northern regions of Togo bordering Benin, Burkina Faso and Ghana. ISS briefed counter-terrorism leaders, local authorities, heads of defence, security forces and administrative services, civil society and the media.

Technical assistance to Benin to prevent terrorism began in 2018. ISS briefings to development partners in 2019 helped shape donor support to civil society and national agencies working to prevent violent extremism in Benin.

ISS has since been asked to partner with government to build capacity in the defence and security forces, civil society and media, help organise a national workshop, and train young Beninese researchers on preventing violent extremism.

We are deeply grateful for your invaluable contribution to efforts to preserve Togo's peace, security and stability

Lt Col Akobi Messan, Secretary General, Ministry of Security and Civil Welfare, President of Togo's Inter-ministerial Committee for Prevention and Fight against Violent Extremism

Dialogue with terrorists

Negotiating with Africa’s violent extremists is a bold option proposed by new ISS analysis. Military campaigns have not ended the threat posed by Boko Haram or al-Shabaab. Instead they risk alienating communities and breeding a new generation of radicalised youth. ISS explored dialogue as part of a peacebuilding strategy. ISS was invited to brief United States Congresswoman Ilhan Omar and colleagues in Washington. ISS also discussed the options on the side-lines of the UN General Assembly in New York.

Web of terrorism, organised crime and conflict

ISS field research on the links between violent extremism, organised crime and local conflicts in the Liptako-Gourma region were launched in the capitals of Burkina Faso, Niger and Mali to over 100 government, civil society and donor representatives. Ministers presided over the Burkina Faso and Niger meetings, and Mali’s former president Dioncounda Traore opened the Bamako event. The findings were covered in the national and international media.

Gender and violent extremism

The West Africa and Lake Chad Basin regions are battling a surge in extremist violence. ISS provided evidence-based research on why women join extremists, and how some resist recruitment. The 30-month study is providing gender-specific guidance for counter-terrorism strategies.

Interpol’s Regional Bureau for Eastern Africa asked ISS to train police on gendered approaches to terrorism and organised crime. The course for 65 senior officials focused on recruitment practices, and dealing with sexual harassment and abuse of women police officers. Heads of counter-terrorism, intelligence and human resources participated, along with the gender focal point for all nine East African countries.



Skills to counter terrorism

As an implementing partner of the Global Counter Terrorism Forum’s (GCTF) East Africa Working Group, ISS supported government efforts to counter violent extremism. ISS helped the working group co-chairs report to the GCTF and developed its 2019 to 2020 workplan.

ISS helped train army trainers in Mali’s General Staff as part of a course organised by the UN High Commissioner for Human Rights, the G5 Sahel Defense College and the G5 Sahel Joint Force Center Axis. The Nigerien army requested similar training, and the G5 Sahel Defence College asked ISS to help present its master classes.

This battle cannot be won with guns and bombs. It makes sense to explore talks if we want lasting peace

Akinola Olojo, Senior Researcher, ISS

ISS’ [policy] brief has been essential to our work on the Africa subcommittee of the House Foreign Affairs Committee

Ryan Morgan, advisor to US Congress-woman Ilhan Omar

Search for stability in Lake Chad Basin

ISS was invited to participate in the Second Governors’ Forum for Regional Cooperation on Stabilisation, Peacebuilding and Sustainable Development. The forum launched the fund to help Lake Chad Basin’s recovery in Boko Haram-affected areas. ISS experts briefed stakeholders, donors and Nigerian civil and military authorities on security dynamics in the region. The Lake Chad Basin Commission asked ISS to conduct research to inform programming for the Regional Stabilisation Strategy.

Advising Commonwealth prevention efforts

ISS joined the Commonwealth Secretariat’s ‘cadre of experts’ on preventing extremism. At Wilton Park, ISS drew on its research of over 300 prevention projects in African terrorism hotspots to discuss the ethics of focusing on violent extremism ahead of other community priorities. Commonwealth officials were urged to follow development-based approaches and learn from interpersonal violence prevention practitioners.

African futures

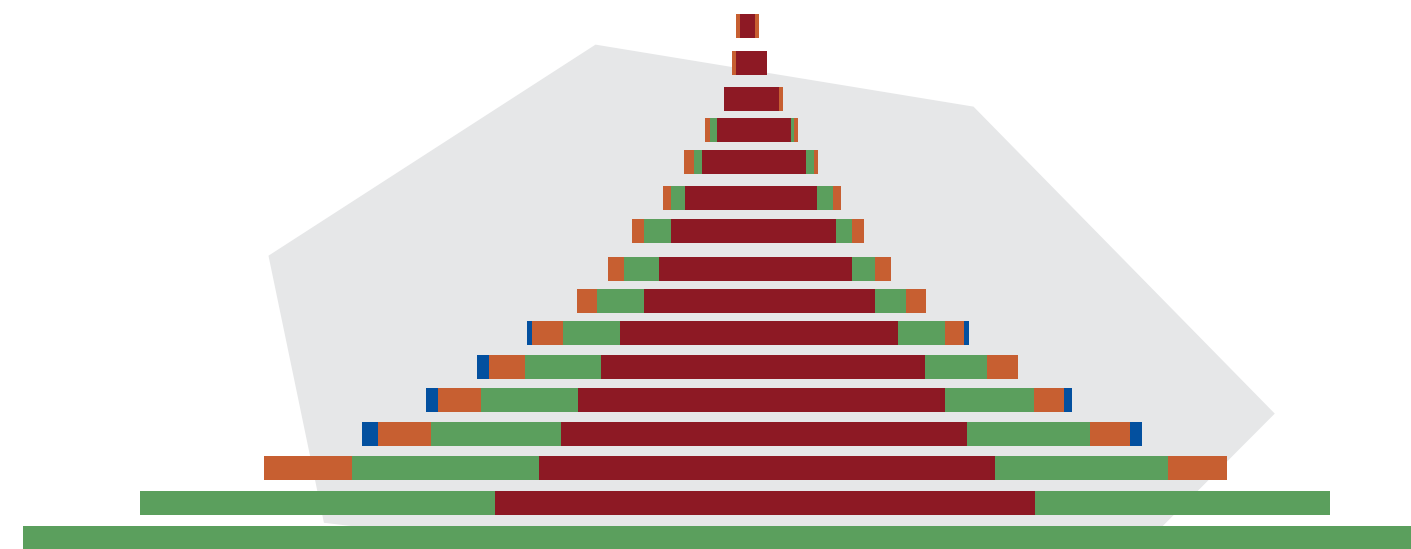
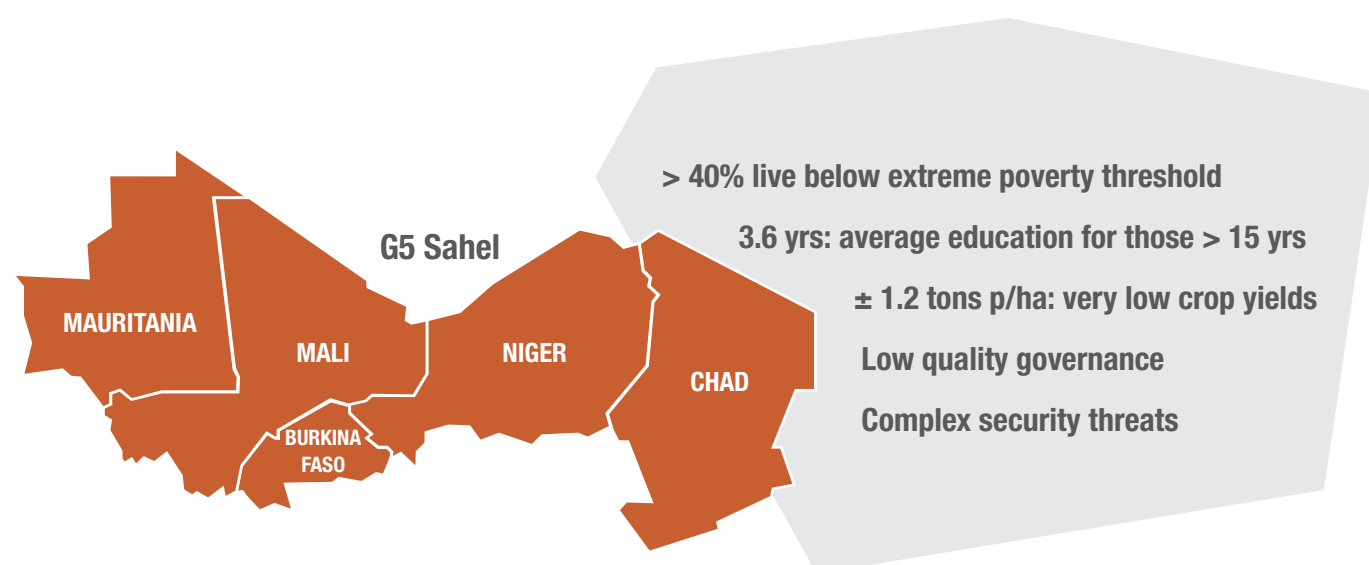
2019 highlights: timely forecasts on the G5 Sahel, and options for Zimbabwe in the face of economic crisis

Policy choices to stabilise the Sahel

In 2019 ISS released ground-breaking and timely research on a troubled region facing multiple challenges. ISS data and analysis showed how fundamental development interventions, rather than militarised approaches, could improve the dire long-term prospects of G5 Sahel countries – Burkina Faso, Chad, Mali, Mauritania and Niger.

Using the International Futures forecasting system, ISS analysed the development trajectory of the five countries in agriculture, demographics, infrastructure, governance and education.

ISS' policy recommendations met an important demand for longer-term planning about a complex region that is attracting significant global attention. The final report was launched in Mali and distributed to key continental decision makers including at the African Union. The Netherlands Ministry of Foreign Affairs Sahel Multi Annual Strategy referred to some of the findings. ISS discussed its analysis in Brussels, Berlin and The Hague, and at a side-event during the 2020 Munich Security Conference.



Ethiopia's pathways to prosperity

In its second analysis of Ethiopia's development prospects, ISS showed that steady, measured reforms could help the country reach its potential. Ethiopia's 20-year outlook is fraught with uncertainty, but also great promise.

ISS data and forecasts were discussed with Ethiopian government officials in Addis Ababa. The country's new leadership has opened the door to external inputs, and ISS showed the importance of broader human development, and economic growth options beyond the current focus on industry and infrastructure projects.

Continental conflict prevention

ISS' latest analysis on the long-term future of security sector governance in Africa was presented to top continental and United Nations decision makers at the 10th African Union High-Level Retreat on the Promotion of Peace, Security and Stability held in Djibouti. The event reviewed the AU's effectiveness in preventing, managing and resolving conflicts.



Poor governance is at the centre of the Sahel's complex problems

Stellah Kwasi, Researcher, ISS





40% of Zimbabweans are undernourished

Zimbabwe has the 7th highest rate of undernourishment worldwide

By 2030, Zimbabwe could still rank in the 10 most undernourished countries

Amidst economic crisis, Zimbabwe still has options

ISS research mapped out Zimbabwe's long-term prospects to 2040. The study provided evidence-based analysis to assist Zimbabwe's government and its partners, advisors and neighbours make strategic decisions in the face of deep economic uncertainty. The research was informed by several consultations with stakeholders and experts. The ISS showed that better management of under-utilised land and water resources could help turn things around.

With a combination of the right strategies, Zimbabwe can take a higher growth path, but not under the existing state-centred development paradigm. ISS research findings were presented in Zimbabwe and South Africa. Options presented to stakeholders at these events were considered against the backdrop of recurring drought, poor governance and an ideologically determined approach to development.

Agriculture is key to improving Zimbabwe's prospects

Land and water are under-utilised

Area under irrigation could double

Irrigation schemes need fixing

Dam management needs reform

Land must be legally tradable

The report provides an important perspective on the economic potential of the country

Prof Ashok Chakravarti, Senior Economic Advisor to the Zimbabwe government

Migration and governance

2019 highlights: evaluating Africa's refugee responses, and North African migration and security dynamics

Linking African and global actors

On the 50th anniversary of the OAU Refugee Convention, ISS partnered with the UN Refugee Agency (UNHCR) and the African Union (AU) to assess the convention's role in global and African refugee responses. These partnerships enable ISS to inform comprehensive policies on refugees.

ISS–UNHCR reports on Africa's role on refugees were launched in Addis Ababa, with support from the AU's Humanitarian Affairs, Refugees and Displaced Persons Division. The findings were discussed with decision makers in Germany, at the European Union and in Geneva.

ISS draws attention to a range of migration issues to promote holistic responses. At the Aswan Forum's inaugural meeting in Egypt, ISS argued for a paradigm shift in policy on forced displacement and mixed migration.

ISS ensures Africa's voice on migration reaches a wide audience. In 2019 ISS joined the Global Academic Interdisciplinary Network launched at the Global Refugee Forum in Geneva.

Migration governance in Africa

ISS researchers understand the structural drivers of migration, and work with African governments and the AU on policy responses. ISS provided technical support to the AU Department of Social Affairs' workshop on migration governance. Participants reviewed a draft training curriculum along with the Migration Policy Framework for Africa.

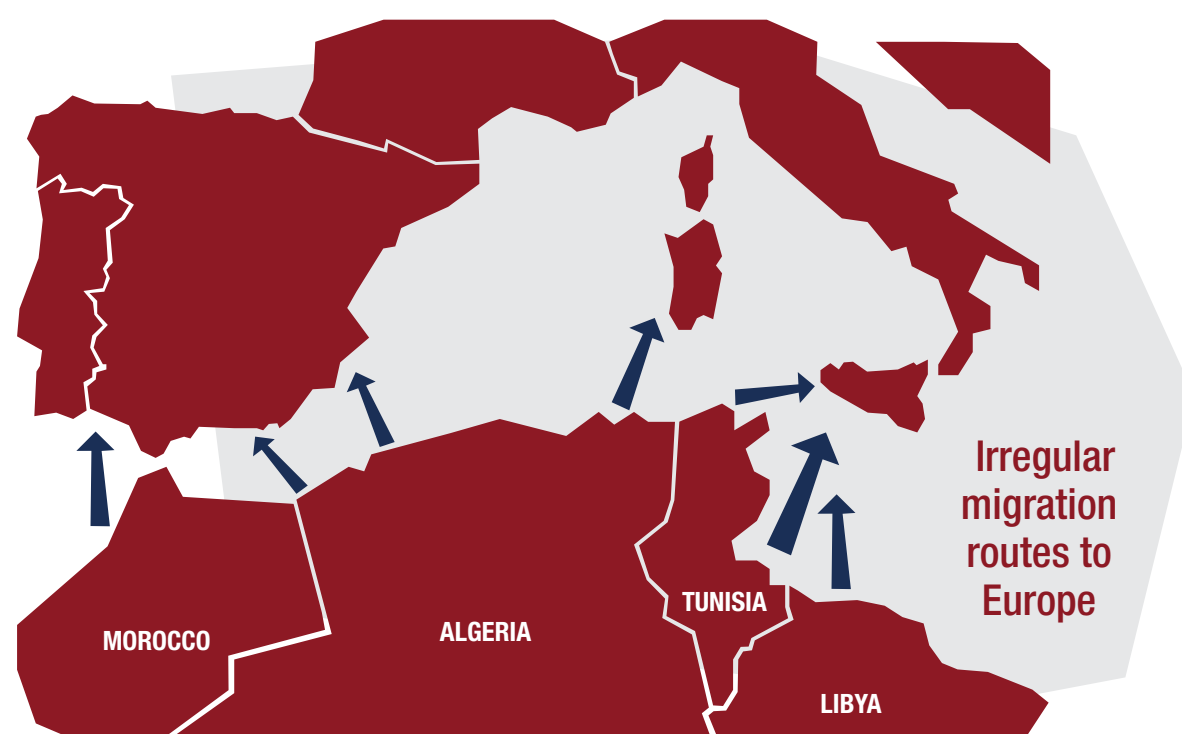
Field research on migration governance in Africa covered North African dynamics, the effect of statelessness in Southern Africa on migration governance, and the need for better police–civilian relations to help reduce irregular migration.





We are building an evidence-based understanding that informs African migration governance and European responses

Ottília Anna Maunganidze, Head of Special Projects, ISS



North Africa – Europe dynamics

ISS field research examined the politics of irregular migration in the Maghreb, Libyan border security, and the views of migrants returning to Africa from Europe. The findings are relevant to policy makers on both continents. ISS was invited to join the Foundation for European Progressive Studies' Global Migration Group, which is advancing safe, regular and orderly migration.

Gender and forced displacement

At the AU's symposium on gender dimensions of forced displacement in Africa held in Nairobi, ISS debated normative and institutional frameworks with African governments, the AU, UN agencies, migration organisations, academics and the media. ISS experts helped the AU develop the symposium's discussion paper, co-organised the civil society forum, and moderated sessions.

Communication

2019 highlights: growing demand for daily analysis of African peace and security issues, and digital outreach in French

Daily insights on Africa's diverse human security challenges

Every day, ISS researchers publish on topics as diverse as terrorist attacks in northern Mozambique, border conflicts in the Sahel, and decision making at the UN Security Council. The flagship *ISS Today* online series shows the relevance of ISS' work and its analysts' deep knowledge of human security on the continent. In partnership with *Daily Maverick* in South Africa, ISS insights reach a wide African and global audience.

ISS Today views have increased steadily, averaging 30% growth per year since 2013 when the Communication department was set up. Between 2013 and 2019, views soared by 334% reaching an all-time high in 2019. *ISS Today* views account for 41% of all pages accessed on the entire ISS website.

Focus on French

In 2019 ISS started providing timeous digital content in French. French is an official language in nearly half of African countries and around 20% of the continent's people speak French. A French editor ensures quality control and enables the distribution of *ISS Today* articles, the ISS Weekly newsletter and media releases in French. ISS work is promoted in French on Twitter and Facebook, which alongside a growing body of French research reports, has boosted overall online engagement.

Effective digital outreach

In 2019 ISS website views rose by 14% – the largest annual increase to date. The share of African users grew, with a notable rise from West Africa largely due to the increase in French content. Social media is key to both growing the organisation's general profile, and reaching specific audiences. Simple yet insightful messages and graphics boosted the ISS' social media presence. Visual communication remains a central part of the overall strategy.

Amelia Broodryk received the ISS Excellence Award for her exceptional contribution to visual communication. Her designs and photography have transformed ISS' annual reviews, publication covers, social media content, presentations and marketing materials.

1 397 411

website page views

↑ 14% increase from 2018

576 225

ISS Today views

↑ 17.5% increase from 2018

↑ 334% increase from 2013



Facebook

40 849

followers

1 777 761

post views



Twitter

29 132

followers

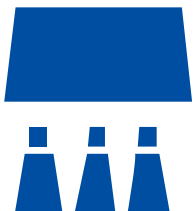
6 962 902

tweet views



86

Publications



58

Seminars



986

Media interviews

Human resources and finance

A work environment geared towards achieving ISS goals

The ISS’ dedicated staff share a passion for improving human security in Africa. ISS offers an attractive work environment in which staff are supported through training and career development. Policies promote flexible working arrangements, a home-life work balance and the intellectual freedom and opportunity to become a credible voice on peace and security issues.

In 2019 a survey showed that ISS’ remuneration benefits compared favourably with peer organisations in Africa. Findings led to new policy on medical insurance to staff, for implementation in 2020. Armed conflict, terrorism, crime and xenophobia pose a risk to staff, and training was provided on the challenging and ever-changing environments in which they work.

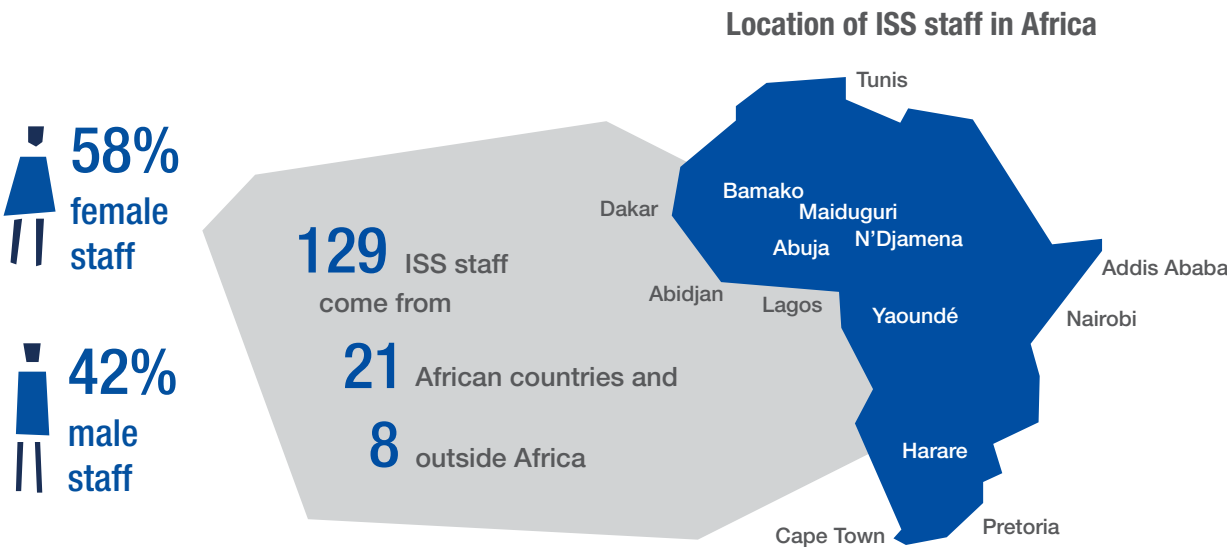
Ensuring legal and statutory compliance for all countries where the ISS has an office was an ongoing priority in 2019. Internal policies were reviewed, specifically on governance, remuneration and appraisals.

Efficient and effective financial services

During 2019 a focus on improving finance services and providing accurate information to staff and donor partners delivered excellent results.

The department’s scope of work covered cashflow management, finalising the external audit and donor certificates, reviewing and refining the reporting of management information, ensuring accurate budgets, revising finance policy and monitoring compliance with policies and donor agreements. To improve planning and controls, a survey of awareness about ISS policies was conducted among managers.

In a significant improvement on previous years, the 2018 audit was closed four months earlier than in the previous year. ISS also achieved a clean and unqualified audit with no significant findings, and only three housekeeping matters.



Development partners

Partnership Forum

- European Union
- Government of Australia
- Government of Canada
- Government of Denmark
- Government of Finland
- Government of Ireland
- Government of the Netherlands
- Government of Norway
- Government of Sweden
- Government of the United States of America/USAID
- Hanns Seidel Foundation

Project funding

- Business Leadership South Africa
- Carnegie Foundation
- Centre for Communication Impact
- Conseil de L'Entente
- EDCON
- GIZ
- Government of Germany

- Government of Namibia
- Government of Senegal
- Government of Switzerland
- Government of United Kingdom
- Igarapé Institute
- International Development Research Centre
- Norwegian Institute for International Affairs
- Omega Research Foundation
- Open Society Foundations
- Open Society Policy Centre
- Seven Passes Initiative
- Social Justice Initiative
- Southern Africa Trust
- Trust Africa
- United Nations
- United States Institute for Peace
- University of Edinburgh
- University of Exeter
- Wellspring Philanthropic Fund
- World Childhood Foundation

Statement of financial position

as at 31 December 2019	2019 R	2018 R
Assets		
Current Assets		
Donor and other receivables	6 056 089	8 397 338
Current tax receivable	1 716	-
Cash and cash equivalents	86 630 600	82 520 086
	<u>92 688 405</u>	<u>90 917 424</u>
Non-Current Assets		
Property, plant and equipment	16 475 239	15 615 576
Intangible assets	30 105	48 648
	<u>16 505 344</u>	<u>15 664 224</u>
Total Assets	<u>109 193 749</u>	<u>106 581 648</u>
Equity and Liabilities		
Liabilities		
Current Liabilities		
Trade and other payables	11 678 058	8 450 164
Donations received in advance	81 322 683	71 021 353
Current tax payable	-	214 071
Interest-bearing borrowings	-	552 757
	<u>93 000 741</u>	<u>80 238 345</u>
Non-Current Liabilities		
Deferred income tax	741 378	876 190
Interest-bearing borrowings	741 378	876 190
Total Liabilities	<u>93 742 119</u>	<u>81 114 535</u>
Equity		
Trust capital	100	100
Reserves	4 378 640	5 138 772
Accumulated surplus	11 072 890	20 328 241
	<u>15 451 630</u>	<u>25 467 113</u>
Total Equity and Liabilities	<u>109 193 749</u>	<u>106 581 648</u>

Statement of comprehensive income

for the year ended 31 December 2019	2019 R	2018 R
Donations income	207 841 404	174 474 102
Other income	9 230 275	7 530 251
Operating expenses	<u>-225 936 028</u>	<u>-179 551 239</u>
Operating surplus	-8 864 349	2 453 114
Finance income	250 641	340 017
Finance costs	<u>-23 584</u>	<u>-349 034</u>
Surplus before taxation	-8 637 292	2 444 097
Taxation	<u>-1 400 227</u>	<u>8 492</u>
Surplus for the year	-10 037 519	2 452 589
Other comprehensive income:		
Exchange differences on translating foreign operations	-153 170	1 249 793
Total comprehensive income for the year	<u>-10 190 689</u>	<u>3 702 382</u>

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 Trust for the year ended 31 December 2019. The financial statements can be obtained from the Institute for Security Studies Trust at Block C, Brooklyn Court, 361 Veale Street, New Muckleneuk, Pretoria.

The ISS Trustees take full responsibility for the correct extraction of the financial information from the underlying annual financial statements.

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 the ISS and Chairperson of the Board of Trustees. He co-founded the ISS and served as executive director until 2015.

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.

Anton du Plessis is Executive Director of the ISS. He has advised the UN Security Council's Counter-Terrorism Executive Directorate and the UN Counter-Terrorism Implementation Task Force.

Prof Gilbert Khadiagala is the Jan Smuts Professor of International Relations and Head of Department at the University of the Witwatersrand.

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.

Dr Wendy Ngoma 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 in the Faculty of Humanities at the University of Pretoria.

ISS Advisory Council

Amb Said Djinnit, UN Special Envoy for the Great Lakes Region and President of the Advisory Council.

Ibrahima Fall, independent consultant based in Senegal, and former UN Special Representative for the Great Lakes Region.

Mohammed Ibn Chambas, Special Representative of the UN Secretary-General and Head of the United Nations Office for West Africa and the Sahel.

Frannie A Léautier, Partner and CEO, Mkoba Private Equity Fund, Tanzania.

Susanne Luther, Director, Hanns Seidel Foundation, Germany.

Vijay Makhan, independent consultant and resource person, Mauritius.

Amb Konjit Sinegorgis, Ministry of Foreign Affairs, Ethiopia.

Prof Elrena van der Spuy, University of Cape Town, South Africa.

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