



Improving human security in Africa

ISS ANNUAL REVIEW 2013

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Cover



Picture: Africa Media Online/
George Philipas

The vision
of the ISS is a peaceful and prosperous
Africa for all its people.

The mission
of the ISS is to advance human security
in Africa through evidence-based
policy advice, technical support
and capacity building.

Trustees' letter



| Nicolas Bwakira



| Jakkie Cilliers



| Bobby Godsell



| Sakumzi Macozoma



| Wendy Ngoma



| Maxi Schoeman

Achievements and impact across the continent

During 2013 ISS researchers, policy advisors and trainers were active on the ground in more than 17 countries as they worked to improve human security across Africa.

If we step back and consider the vast breadth of ISS activities in 2013, we see an organisation doing valuable fieldwork, guiding international policy on peacebuilding and emerging threats, training police as peacekeepers, combating corruption and influencing criminal justice policy.

We are pleased to report that the 2012-2015 ISS Strategic Plan continues to shape the work of ISS staff, researchers and managers.

A number of achievements are noteworthy. During 2013 the ISS simplified finance and administration processes to minimise risk, improve efficiency and reduce operating costs. There were significant achievements in staff retention and morale, and the expansion of the research internship programme shows a welcome commitment to building African capacity. The new communication strategy approved in 2013 has already helped to position the ISS as Africa's leading policy institute on human security.

During 2013 ISS Executive Director Jakkie Cilliers completed a productive sabbatical in the US after being selected by the J William Fulbright Foreign Scholarship Board for a Fulbright Grant. During this time, Anton du Plessis stepped in as acting Executive Director. Anton's appointment in late 2013 as Managing Director of the ISS was an important step towards innovation and renewal.

This annual review presents some of the ISS's best work in 2013. It shows how the ISS understands and responds to human security challenges on the continent, and how it reaches a diversity of African and international decision makers.

We thank and congratulate all ISS staff, researchers and management for their efforts in 2013. You are having a profound impact on human security in Africa.

The ISS understands and responds to human security challenges on the continent



| Salim Ahmed Salim

A tireless pursuit of human security in Africa

The ISS is an African organisation that responds to Africa's complex problems in a practical and meaningful manner.

In my recent Africa Day lecture to the Thabo Mbeki Foundation in Pretoria, I reflected on the challenges facing our continent, and how the struggle for freedom was not just about replacing colonialism.

Our objective was also to build meaningful democracies, remove injustice, fight disease, ignorance and poverty, and to transform Africa into a continent which lives up to its responsibilities.

I asked during my lecture why one of the richest continents still has the poorest people, how we can erase the image of endemic corruption, end conflicts which cost millions of lives, and ensure good governance as a prerequisite for sustainable socio-economic development? These questions point to the momentous challenges that continue to face Africa despite the continent's recent positive economic trajectory.

I am proud to note that the ISS is an organisation that continually strives to find answers to these questions.

Organisations like the ISS are needed now more than ever. The ISS works in a collaborative and constructive way, strengthening institutions of government and civil society to build a peaceful and prosperous Africa for all its people.

Tackling our continent's challenges requires the same approach as that which we used to defeat colonialism and apartheid; an approach characterised by resilience and determination, unity and cohesion among Africans, and the support and solidarity of the international community.

As this annual review shows, the ISS embodies these attributes. Through its research, policy analysis and training across the continent, the ISS is tirelessly applying itself to the pursuit of human security in Africa.

Salim Ahmed Salim

President of the International Advisory Council





What is **human security**?

| Picture: ©Georgina Goodwin

Picture
courtesy
©Mikhael
Subotzky
and
Goodman
Gallery



Human security is
**living in
a safe and
just society**

The ISS analyses crime statistics and influences criminal justice policy. It works with community groups and Parliament to monitor police brutality; and ISS researchers study the life histories of repeat violent offenders. The ISS develops violence prevention programmes and promotes good governance and accountability.

Picture:
IRIN/Peter
Martell



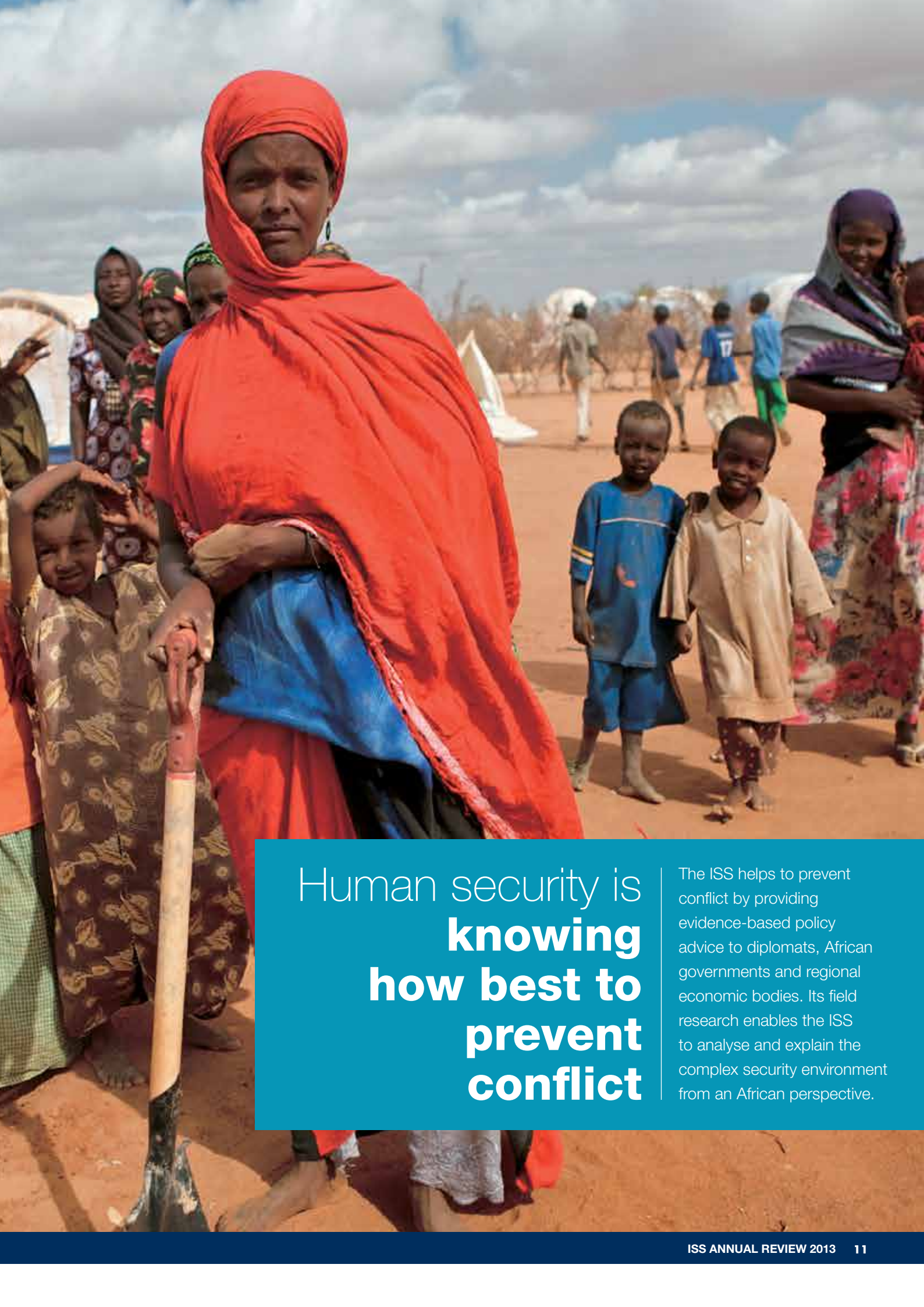
Human security **comes from training police to help build peace**

By training police to be more effective during peace operations, the ISS helps aid workers, governments and international agencies to function well in a post-conflict environment. Human security is about police officers earning the respect and trust of citizens through training in human rights and rule of law.



Picture:
©Georgina
Goodwin



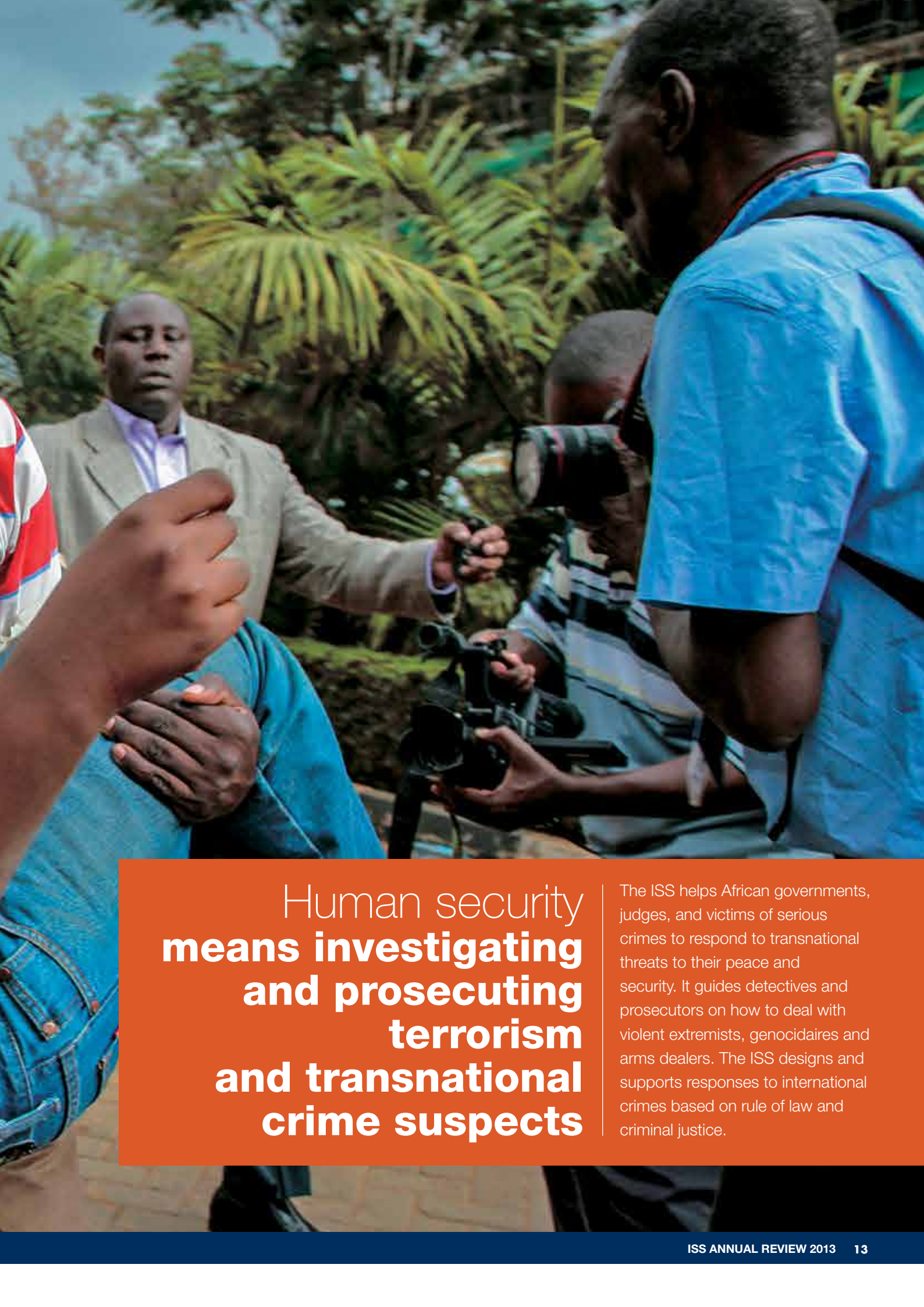


Human security is
**knowing
how best to
prevent
conflict**

The ISS helps to prevent conflict by providing evidence-based policy advice to diplomats, African governments and regional economic bodies. Its field research enables the ISS to analyse and explain the complex security environment from an African perspective.

Picture:
©Georgina
Goodwin





Human security
**means investigating
and prosecuting
terrorism
and transnational
crime suspects**

The ISS helps African governments, judges, and victims of serious crimes to respond to transnational threats to their peace and security. It guides detectives and prosecutors on how to deal with violent extremists, genocidaires and arms dealers. The ISS designs and supports responses to international crimes based on rule of law and criminal justice.

ISS at work in Africa

ISS Dakar

4
STAFF

ISS Addis Ababa

19
STAFF

11
STAFF
ISS Nairobi

62
STAFF
ISS Pretoria

1 BOTSWANA

- International criminal justice and counter-terrorism training for police and prosecutors

2 BURUNDI

- International criminal justice and counter-terrorism training for police and prosecutors

3 CENTRAL AFRICAN REPUBLIC

- Conflict analysis

4 DEMOCRATIC REPUBLIC OF THE CONGO

- Conflict analysis
- Support for firearm control initiatives

5 GUINEA

- Fieldwork on conflict trends

6 KENYA

- Conflict analysis
- Fieldwork on conflict trends
- International criminal justice and counter-terrorism training for police and prosecutors
- Governance research

7 MALI

- Conflict analysis
- Fieldwork on conflict trends
- Support for development of AU Strategy for the Sahel
- Counter-terrorism training for police and soldiers

8 NIGER

- Fieldwork on conflict trends

9 RWANDA

- Peacekeeping training for police officers

10 SENEGAL

- Fieldwork on conflict trends and religious radicalism

11 SOMALIA

- Fieldwork on conflict trends

12 SOUTH AFRICA

- International criminal justice and counter-terrorism training for police and prosecutors
- Effective peacebuilding programmes for SA Development Partnership Agency
- Enabling improvements in policing policy
- Violence prevention strategies
- Research into repeat violent offenders
- Support for the Pan-African Parliament

Regional work

WEST AFRICA

- Support for development of ECOWAS counter-terrorism and integrated maritime strategies
- Fieldwork on organised crime and illegal drugs trade



EAST AFRICA

- Training for East African judges, magistrates and prosecutors on international criminal justice and counter-terrorism



SADC

- Support for police chiefs' implementation of regional protocol on firearm control
- Advice and support for SADC Regional Peacekeeping Training Centre



PAN-AFRICAN

- Training for 175 people from 37 African countries at the African Centre for Peace and Security Training
- Assessment of fragile states
- Support for AU and Peace and Security Council
- Support for African efforts against weapons of mass destruction
- Support for Africa Prosecutors' Association
- Analysis of post-conflict environments and peacebuilding
- Helping to develop strategy for African Peace Support Training Association
- Shaping police component of the African Standby Force
- Policy support to the AU Peace Support Operations Division



GLOBAL

- Advising the UN in New York on counter-terrorism
- Shaping the World Economic Forum's Global Agenda Council on Terrorism



13 SOUTH SUDAN

- Peacekeeping training needs assessment and course design for police

14 TANZANIA

- International criminal justice and counter-terrorism training for police and prosecutors

15 UGANDA

- International criminal justice and counter-terrorism training for police and prosecutors
- Peacekeeping training for police officers

16 ZAMBIA

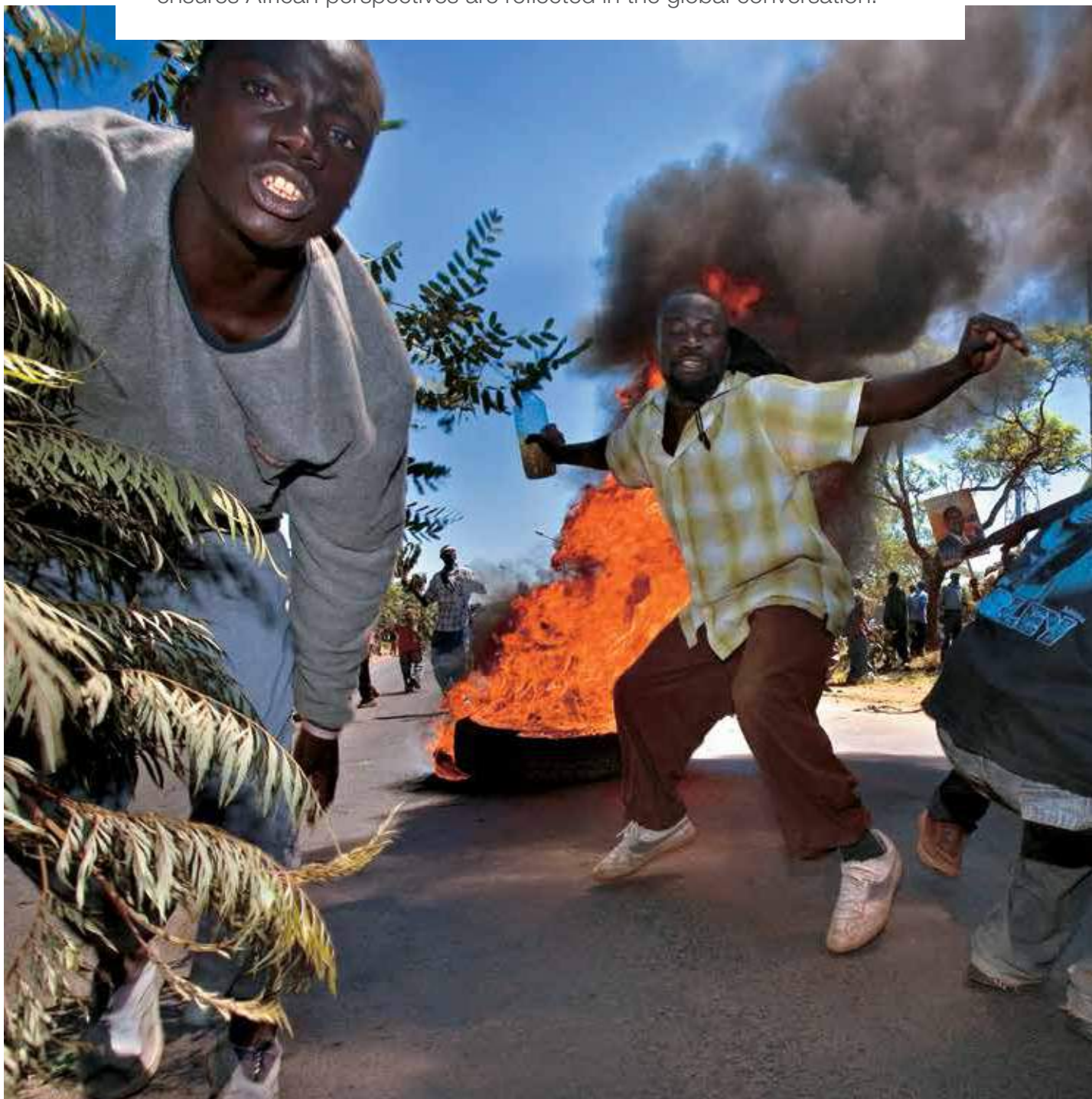
- Fieldwork on conflict trends

17 ZIMBABWE

- Fieldwork on conflict trends

Conflict prevention and risk analysis

The ISS enhances human security through research and analysis which informs African and international policy. It speaks with authority about the complex security environment on a fragile and changing continent, and ensures African perspectives are reflected in the global conversation.



| Picture: ©Georgina Goodwin

Expertise on African conflict

In 2013 the ISS was a leading source of expert analysis of African flashpoints including Mali, the Central African Republic (CAR) and Kenya.

The ISS did more than 30 briefings on Mali to senior political leaders and diplomats, including a delegation of the AU Commission's High-Level Representative for Mali and the Sahel, and the EU's special envoy for the Sahel. Other organisations seeking ISS analysis were the Kofi Annan Foundation, Canadian and Swiss governments, the UN's Al Qaeda Sanctions Monitoring team, the UN Department of Peacekeeping Operations, Economic Community of West African States (ECOWAS) and the African-led International Support Mission to Mali.

At the ISS' recommendation, the AU now seeks input from civil society organisations on human security challenges. The ISS has also enabled the AU to respond faster to security crises.

International briefings

The ISS takes the debate on African conflict prevention beyond the continent through an annual international briefing series. During 2013 ISS researchers briefed decision makers in seven European capitals, and met foreign ministries in Sweden, Norway, Denmark, Finland, the Netherlands and Belgium.

Joint seminars were held with the Norwegian Institute of International Affairs, the Conflict Research Unit at Clingendael, the Egmont-Royal Institute for International Relations and Observatoire de l'Afrique.

Field research informs ISS analysis

From the Great Lakes to Mali, ISS researchers are on the ground in conflict zones and building a first-hand understanding of human security in Africa. During 2013, fieldwork was undertaken in Niger, Guinea, Somalia, Kenya, South Africa, Zambia, Zimbabwe, Senegal and Mali, with researchers talking to policy makers, civil society, political parties, religious leaders and victims of violence.



| Picture: UN Photo/Tobin Jones



Andrews Atta-Asamoah
Senior researcher
Pretoria

"My commitment is to find peace for Africa, wherever I am."

Andrews is a Horn of Africa expert focused on Somalia.

His major work of 2013 was developing policy lessons from Somalia's transition process. This involved fieldwork in Kenya and his findings show that the key success factor was the integration of traditional clan leaders into the transition process.

Andrews also spent time in Mogadishu researching the challenges facing the new Somali government. His conclusions about the benefits of dialogue rather than confrontation with militant group al-Shabaab have shaped policy approaches to the problem of extremism in the region. Andrews' articles have been widely published and credited by diplomats, as well as UN and AU officials, as contributing new options to the debate on Somalia's future.

Andrews was previously a researcher in the Peace Missions Programme of the Nairobi office of the ISS; and has been involved with the training of peacekeepers in Africa. As a PhD student he is looking at drug trafficking and statehood in his native Ghana.

Andrews is learning to play the piano, which he says gives him the opportunity to think deeply and 'is a holiday away from the harsh issues we deal with each day'.

Conflict prevention and risk analysis



| Picture: Greatstock/Guillermo Cervera



| Picture: UN Photo/Stuart Price

The ISS has an unmatched track record of conflict analysis in West Africa

Credible analysis of complex conflicts

When 13 South Africa soldiers died in battle outside Bangui, following a coup in the Central African Republic (CAR), the ISS was called upon for its credible analysis of a complex situation, particularly South Africa's activity in a region outside its sphere of interest. As events unfolded, the ISS conducted more than 30 interviews with national and international media.

ECOWAS Peace and Security Report

At the request of the ECOWAS commission, the ISS in Dakar produces the ECOWAS Peace and Security Report, a flagship publication providing original research and analysis on regional security issues. The edition on the threat of religious radicalism in Senegal generated substantial interest and other West African governments have asked ISS to do similar studies.

Alongside ISS work on organised crime in West Africa, the report demonstrates the ability of the ISS to respond to emerging threats with innovative analyses that challenge conventional approaches to security challenges.

Supporting the Pan-African Parliament

The ISS continues to provide technical support to the Pan-African Parliament (PAP), and gave a briefing in May and October 2013 to its Permanent Committee on Cooperation, International Relations and Conflict Resolution. The ISS has collaborated with the PAP for the past six years and has helped it to develop its own policy and resolutions on peace and security matters.

AU Peace and Security Council

The ISS works closely with the AU Peace and Security Council (PSC) to advance human security in Africa. PSC member states regularly consult ISS researchers when drawing up their programmes for monthly meetings. The ISS briefed the PSC on the humanitarian and political situation in the CAR and the Democratic Republic of the Congo.

The ISS publishes the monthly PSC Report, and AU policy makers and practitioners draw on its analysis to inform their decision making. The ISS was one of the few NGOs to brief the new AU Commission Chair Dr Nkosazana Dlamini-Zuma shortly after her assumption of duty, leading to increased participation of her advisors in ISS events in 2013.

The first five-year review of the PSC, the only document of its kind, was initiated by the ISS and has become an important annual assessment of PSC strengths, achievements and policy options.

The success of the PSC Report and ECOWAS Peace and Security Report has prompted the ISS to create three additional regional reports to track human security developments in southern, eastern and central Africa.



| Picture: MINUSMA/Marco Dormino

Conflict prevention in West Africa

The ISS has an unmatched track record of conflict analysis in West Africa. It was central to the development of an AU strategy for the Sahel in partnership with the AU Mission for Mali and Sahel (MISAHÉL). The UN office for West Africa consulted the ISS to develop a regional conference on ethnic and religious radicalism.

ISS expertise on the Sahel is used by many organisations, from the Japanese Cooperation Agency in West Africa and the EU envoy to the region, to the UN Security Council Monitoring Team, advisors to the ECOWAS chairman, the head of Amnesty International for Africa, and the Sahel Club of the Organisation for Economic Cooperation and Development (OECD).

In October 2013, the ISS was the only African organisation invited to the pre-summit conference of the France-Africa Summit in Paris, where heads of state addressed African peace and security issues and France's role in supporting peace operations through military intervention in Mali.



Solomon Ayele Dersso

**Senior researcher
Addis Ababa**

The ISS is the only research and policy organisation with a programme focused on supporting the Peace and Security Council (PSC), which has established itself as the AU's most dynamic institution and its central decision-making body.

Solomon leads the ISS's work on the PSC. He has published widely on the African Peace and Security Architecture and in 2013 launched the inaugural edition of the Annual Review of the PSC, for which he won the ISS Innovation Award.

Solomon and the ISS team in Addis Ababa provide briefings and technical assistance to the PSC, and produce the monthly PSC Report. The ISS is building a database of all PSC decisions, creating valuable institutional memory and enabling tracking of PSC implementation.

The ISS played a leading role in the review of the Livingstone Formula on how civil society interacts with the PSC. Solomon was asked to support a PSC retreat in Maseru to review the Formula, including drafting of background documents and the draft outcome document.

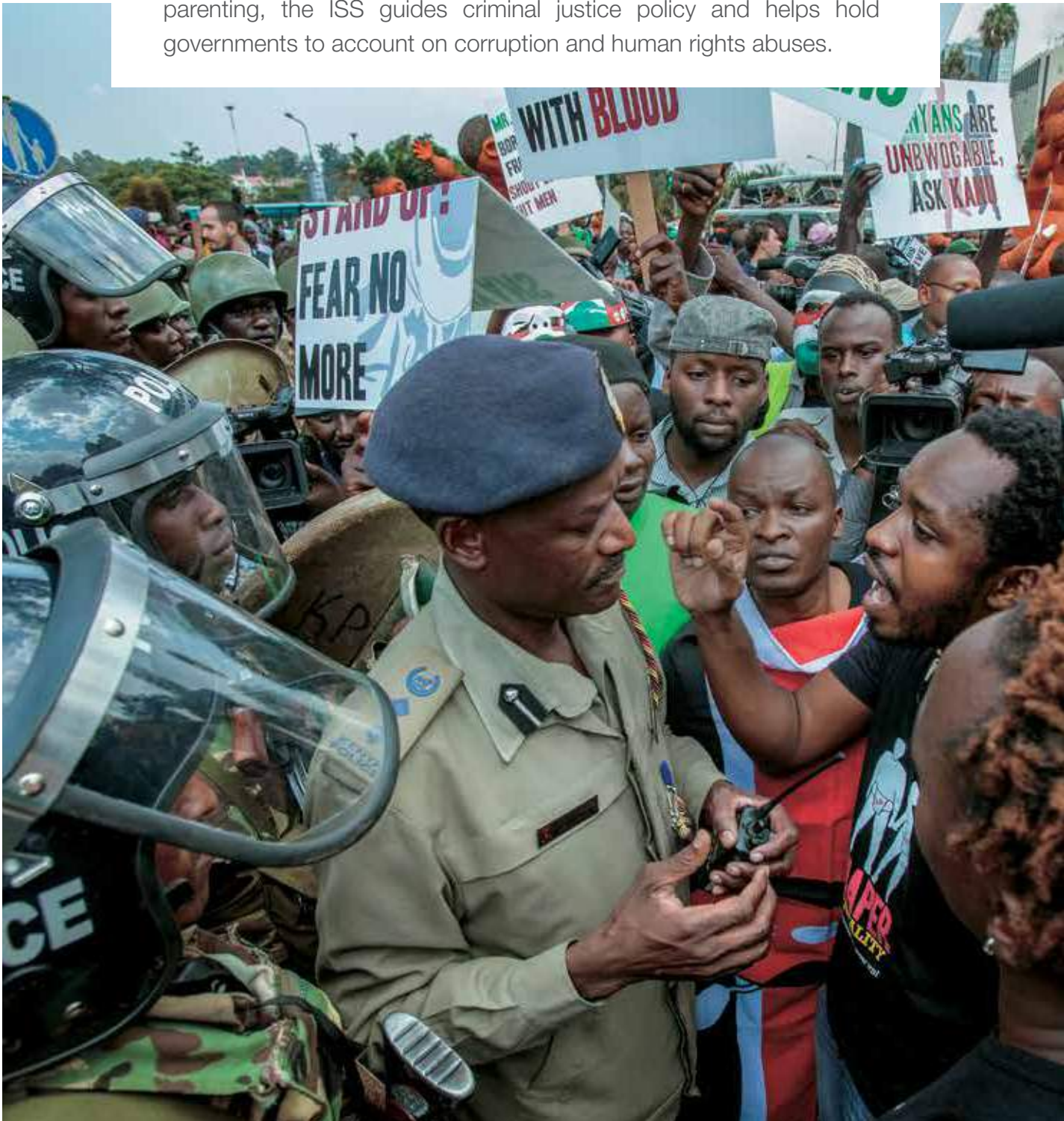
Solomon helped write the joint AU-New Zealand government African Union Handbook that was launched at the AU Summit in January 2014.

Solomon provides timely analyses of fast-moving situations on the continent. In 2013 his analysis covered elections in Kenya, upheavals in Egypt, escalating instability in Libya and conflict in Somalia and Sudan.

His analysis on the unconstitutional changes of government in Egypt informed the AU's policy thinking, including identifying guidelines for determining the legitimacy of popular uprisings and subsequent changes of government.

Governance, crime and justice

From analysing crime statistics and police brutality to developing evidence-based violence prevention programmes through improved parenting, the ISS guides criminal justice policy and helps hold governments to account on corruption and human rights abuses.



| Picture: ©Georgina Goodwin



Peter Aling'o
Senior researcher
and office head
Nairobi

Peter is a democracy and elections specialist who heads the ISS office in Nairobi. He has 20 years experience in democratic governance and elections.

A lawyer and an advocate of the High Court of Kenya, Peter joined the ISS in September 2013 from the Institute for Education in Democracy.

He is creating an environment conducive to high-impact research into human security issues in East Africa, the Horn of Africa and the Great Lakes region, including governance of natural resources, elections, religious extremism, piracy and organised crime.

Peter's own research focuses on democratic governance in Kenya since the enactment of the 2010 Kenyan constitution, particularly the constitutional devolution of power to the 47 new county governments and governors elected in 2013.

He will be looking in particular at relations between national and regional governments, accountability and transparency in governance, citizens' engagement and best use of resources at a local level. He will also research the emerging extractive industry in the region with particular focus on oil and gas discovery.

Peter is a life-long fan of the Gor Mahia football club in Kenya and Chelsea FC.

Influencing policing policy

The ISS in 2013 expanded its influence on policing policy at a time of growing public and political concern about the deterioration of law enforcement in South Africa.

ISS recommendations were included by South Africa's National Secretary of Police in the Green Paper on policing before it went to cabinet for approval. The ISS was also consulted by the Department of Performance Monitoring and Evaluation in the Presidency on its pilot for a citizen-based police monitoring system.

Warning about police brutality

ISS researchers were invited by Parliament's Portfolio Committee on Police to make a submission on the police's performance plan for 2013/14. The ISS used research data to demonstrate that police ability to reduce crime in South Africa is undermined by widespread police brutality and misconduct. It showed that mass arrests have a limited effect on reducing crime.

Marikana massacre

The relevance of ISS policy work was illustrated when renowned Advocate George Bizos used an ISS submission to Parliament to cross examine the South African Police Service (SAPS) National Commissioner at the inquiry into police killing of striking mineworkers at Marikana in August 2012.

A valuable role in good governance

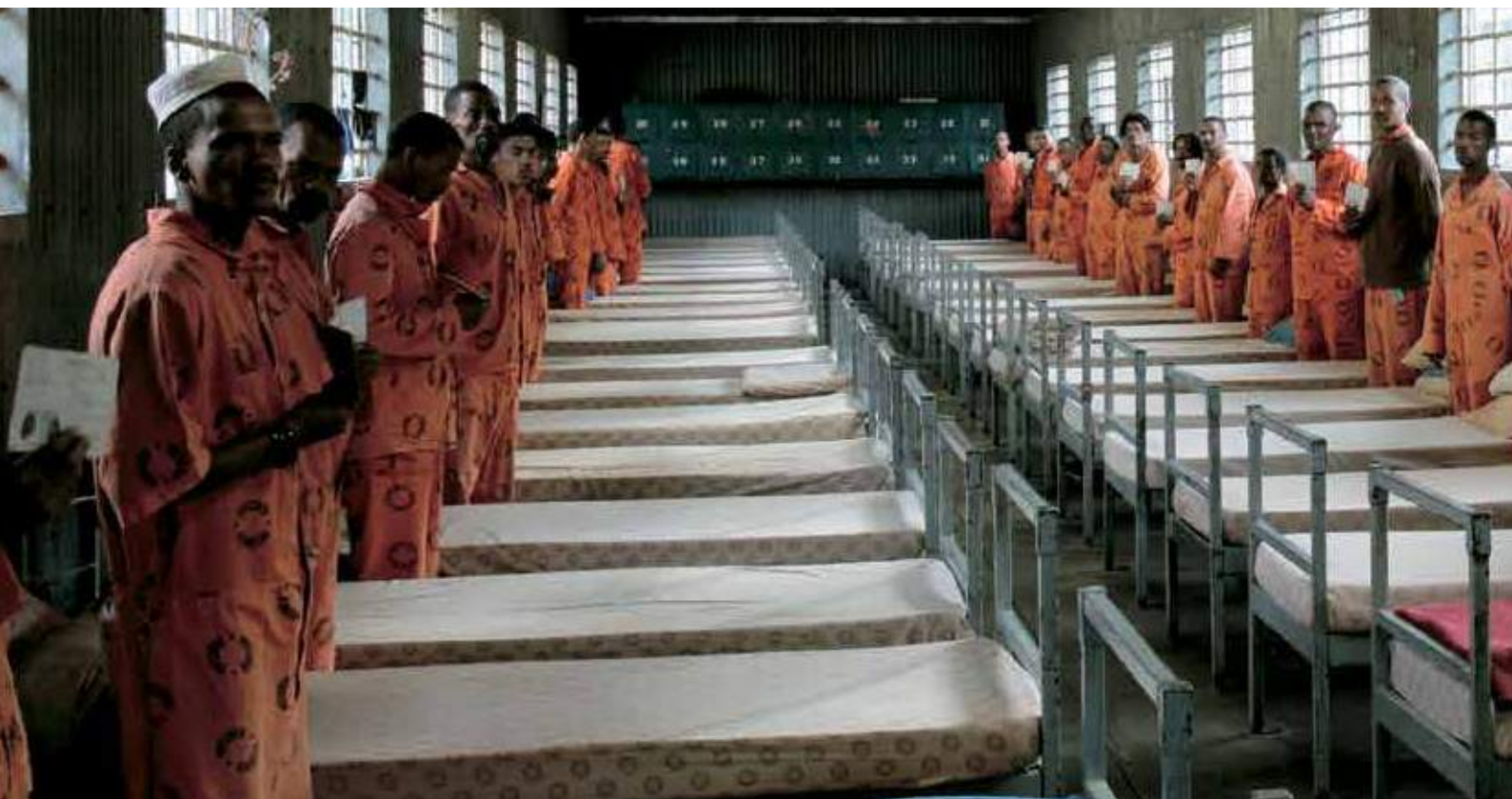
A new ISS international mentoring programme will increase the productivity of academics and researchers. It provides the practical skills and knowledge required to publish in accredited and peer-reviewed journals, and connects researchers to established international networks.

The programme has been developed for researchers and academics working on crime, crime prevention and criminal justice.

Non-governmental scholarship on justice and crime plays a valuable role in good governance. Active public criminology serves as a check on state power, allows public safety concerns to be more closely aligned with civic interests and human rights, and holds governments accountable for the rule of law.

The mentoring programme is one of the ways the ISS encourages and develops a vibrant African scholarship to research and understand crime, and monitor and inform the practice of criminal justice.

Governance, crime and justice



| Picture courtesy ©Mikhael Subotzky and Goodman Gallery

South Africans want to know why they experience such high levels of crime and violence and what can be done about it.

Parenting support for crime and violence prevention

The ISS is piloting a crime prevention project based on better parenting. It will lead to a new evidence-based parenting guide for interventions across South Africa.

The pilot is grounded in academic theory but based on practical interventions. It seeks a sustainable, measurable and low-cost shift in an entire population, from punitive and inconsistent parenting to warm and consistent parenting.

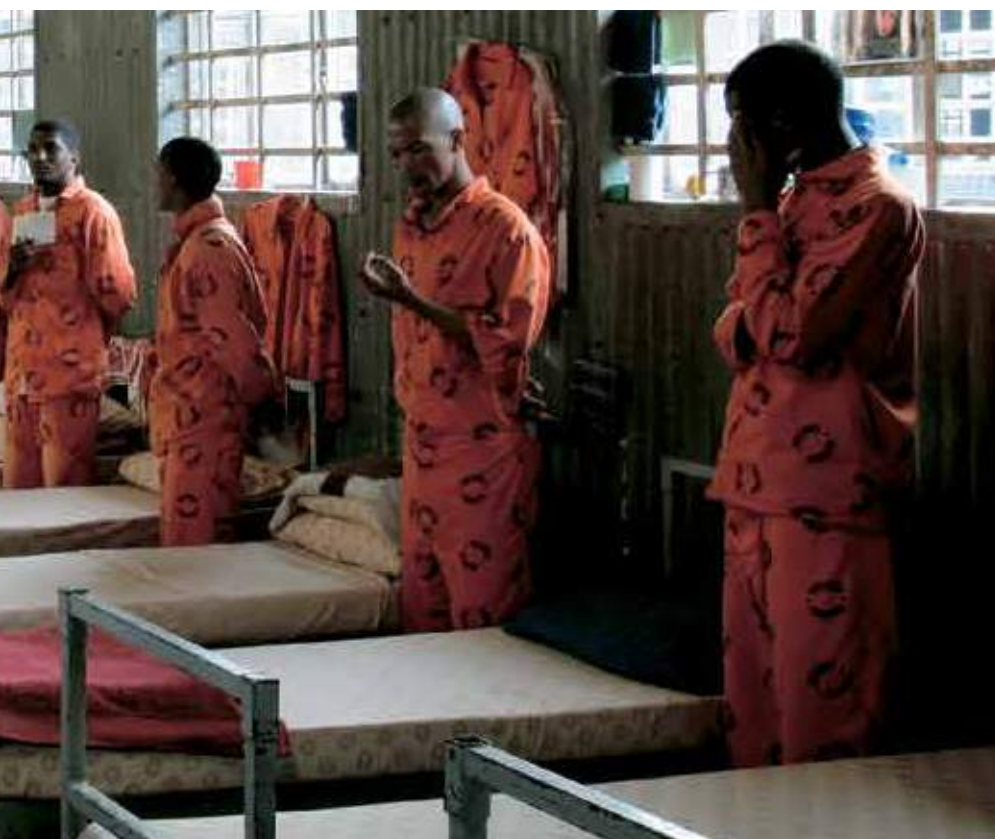
The project aims to inform South African policy about the prevention of violence, and the promotion of positive child outcomes, in line with the Children's Act.

Understanding repeat violent offenders

The ISS is studying the life histories of violent criminals and the risk factors that drive young people to violent crime.

This project is analysing the narratives of the lives of men who are the perpetrators of murder, rape and robbery; and who have themselves experienced violence throughout their lives.

The project will guide sentencing policy, ensure early detection of people at risk, and inform rehabilitation programmes. The outcomes will provide useful insights to government departments responsible for prisons, justice, education, social development and children.



Chandré Gould

**Senior research fellow
Pretoria**

Chandré spends time in jails researching the life histories of repeat violent offenders. She is working in partnership with the Department of Correctional Services in South Africa and studying what causes or inhibits repeat criminal behaviour, and how it may be prevented.

Since many of the risk factors for violence can be reduced by helping parents to develop positive and nurturing relationships with their children, Chandré is developing evidence of which parenting interventions reduce child maltreatment and aggression. She is also helping a provincial government to plan how parenting support programmes can be expanded.

Between 1996 and 1999 Chandré was an investigator and evidence analyst for South Africa's Truth and Reconciliation Commission, responsible for investigating the apartheid government's chemical and biological weapons programme.

Since 2006 Chandré has focused on violence prevention and criminal justice in South Africa, and has undertaken primary research on human trafficking in the sex work industry.

She runs the African Research Publication Mentoring project, for which she won the inaugural ISS Innovation Award. She is editor of the accredited and peer-reviewed ISS journal South African Crime Quarterly.

ISS analysis reaches a wide audience

During 2013, ISS analysts and researchers from the Governance, Crime and Justice division did 881 interviews and briefings with local and foreign media. The ISS aims to reach decision makers through the media, and it frequently sets the media and political agenda on policing, crime and criminal justice issues.

Leading the crime statistics debate

ISS analysts help journalists, the public and policy makers to understand crime and violence in South Africa, and the ISS leads the debate when the South African Police Service (SAPS) releases its annual crime statistics.

In 2013, the ISS was first to identify statistical flaws which concealed serious increases in violent crime. ISS analysis and recommendations were shared with the Minister of Police, SAPS National Commissioner and the National Secretary of Police. ISS advocacy reached the highest levels of government, leading to discussions in the national crime prevention, justice and security cluster.

The ISS is gaining ground in its drive to see a more regular release of police statistics, which would enable better crime prevention by other government departments and the public.

Transnational threats and international crime

From drug trafficking to terrorism, the ISS helps African governments and society to combat transnational threats and international crime. It provides specialised training to officials at the front line of criminal justice efforts to reduce these complex crimes.



| Picture: UN Photo/Tim McKulka

Many crime categories converge when we talk about terrorism, including money laundering, cybercrime and arms smuggling

Developing a counter-terrorism strategy for West Africa

A notable ISS achievement in 2013 was the role it played in helping governments to develop and adopt a counter-terrorism strategy for West Africa, a region facing a rise in violent extremism.

The ISS helped to define the region's counter-terrorism priorities and align them with the UN's global counter-terrorism strategy. It provides guidance on countering violent extremism and designing responses based on rule of law and human rights.

The ISS is working with national governments to develop counter-terrorism policies, and is helping to build state capacity among investigators and prosecutors in East and West Africa.

Dealing with drugs

The EU draws on the ISS as a key partner for dealing with transnational threats and organised crime, including the rise of the drugs trade in West Africa.

Together with the EU's External Action Service, the ISS co-hosted a high-level global conference on organised crime and drug trafficking. ISS research is looking at drug routes from South America via Africa to Europe, and the rise of an African market for drugs and how it fuels organised crime.

The ISS was the only African organisation represented at the conference and its strategic engagements with the EU have shaped the global policy debate. After the event, the ISS was contracted to review the EU's Sahel Counter-Terrorism Strategy.

Understanding international criminal justice

ISS helped decision makers at the International Criminal Court (ICC) to understand the political and legal implications of the ICC's work in Africa, where some governments argue that African leaders are being unfairly targeted by the court. ISS influence included briefing the ICC Chief Prosecutor Fatou Bensouda in The Hague.

Given the significance of Kenya's national elections in March, in which President Uhuru Kenyatta (on trial before the ICC) came to power, the ISS hosted four seminars in its Pretoria, Nairobi and Addis Ababa offices, arguing that heads of state should not be immune to prosecution.

When in October 2013 a special AU summit debated whether African states should withdraw from the ICC's Rome Statute, the ISS responded with a well-attended seminar and publication of influential ISS media articles that warned against pulling out.

Supporting African judges

The ISS is boosting Africa's capacity to deal with serious crimes. In 2013 it worked with the East African Magistrates' and Judges' Association (EAMJA) – as a forum for training and networking – to help judges and magistrates prepare for the adjudication of the crimes defined in the Rome Statute.

The training workshop was held in collaboration with the judiciary of the Seychelles and the International Commission of Jurists in Kenya. Participants included the Chief Justices from South Sudan, Zanzibar and Seychelles and judges from Burundi, Tanzania, Uganda, South Sudan and Seychelles.

The ISS hosts EAMJA meetings and has provided international criminal justice training to prosecutors and investigators in Botswana, Kenya, Uganda, and Tanzania.

Transnational threats and international crime



| Picture: AU-UN IST Photo/Stuart Price

Leading African civil society work on weapons of mass destruction

The ISS is the only African organisation with a project dedicated to the threat that weapons of mass destruction (WMD) pose to Africa's security and socio-economic development. The ISS enjoyed significant impact in this field in 2013.

A paper on Africa's contribution to global nuclear security was selected for an International Atomic Energy Agency (IAEA) publication for its International Conference on Nuclear Security in Vienna. The conference was attended by 34 government ministers and senior representatives from 125 states and 21 inter-governmental and non-governmental organisations. The ISS was in a unique position to present WMD as a key transnational threat in Africa, and to contribute to a common understanding of the challenge.

At the request of South Africa's Department of International Relations and Cooperation, the ISS helped the AU to arrange the meeting in South Africa of the African Commission on Nuclear Energy – the oversight body of the African Nuclear Weapon-Free Zone Treaty (the Treaty of Pelindaba). This included visits to the Nuclear Energy Corporation of SA and the Pelindaba and Koeberg nuclear facilities.

In February 2013 the ISS hosted the head of the International Atomic Energy Agency (IAEA), Yukiya Amano, at a high-profile seminar on the future of nuclear energy post-Fukushima. The seminar attracted officials from South Africa's foreign affairs, police and energy departments, and the nuclear industry.



Picture: © Georgina Goodwin

Improving arms management

ISS policy advice and technical support to African states in 2013 resulted in an improved international legislative framework for regulating the trade in small arms, light weapons and ammunition. The combined impact of this work contributed to the adoption of the Arms Trade Treaty (ATT) on 2 April at the UN General Assembly.

ISS expertise in arms management led to an invitation to be part of the Secretariat for the 2013 Group of Governmental Experts on the UN Register of Conventional Arms, which aims to enhance transparency in arms control.

In November 2013, the ISS hosted experts from the Police Chiefs Committee that works to implement the SADC Protocol on the Control of Firearms, Ammunition and Other Related Materials. The event strengthened the commitment and ability of police agencies to manage firearms and related offences. The ISS has also expanded its work on small arms in the Democratic Republic of the Congo.



Anton du Plessis

**Managing Director
Pretoria**

Anton is a recognised rule of law, criminal justice and counter-terrorism expert who contributes to global policy development at the highest levels, including the UN and other international and regional organisations. In addition to heading the Transnational Threats and International Crime division at the ISS, Anton was acting executive director for most of 2013 and was appointed managing director in December 2013.

Anton works closely with the World Economic Forum (WEF). He is vice chair of the Forum's Global Agenda Council on Terrorism, the body which shapes the WEF's global agenda and its annual summit at Davos.

During 2013 Anton was a regular policy advisor on counter-terrorism to the UN in New York, through organs of the UN Security Council and General Assembly. He serves on various UN and other expert committees and boards for governments and regional organisations, and has contributed to the development of several global and regional counter-terrorism strategies.

Anton is a lawyer by training and has experience as a senior criminal prosecutor who has worked on human security, international criminal justice and rule of law issues in more than 20 African countries.

The book he co-authored in 2013, Counter-Terrorism Law and Practice: A Practitioners' Handbook, published by Oxford University Press, is internationally recognised as a flagship publication on counter-terrorism law and policy.

He was founder of the ISS International Crime in Africa programme, before which he was a criminal justice and counter-terrorism legal expert for the UN Office on Drugs and Crime (UNODC) in Vienna.

Transnational threats and international crime



| Picture: AU-UN IST Photo/Stuart Price

ISS provided 17 training courses in East, West and Southern Africa during 2013 to groups of 30 to 40 detectives and prosecutors

Eliminating chemical weapons

The Chemical Weapons Convention (CWC) represents the world's first multilateral disarmament agreement for the elimination of an entire category of weapons of mass destruction (WMD). The ISS was chosen as one of 14 NGOs representing international civil society to address the Conference of the States Parties to Review the Operation of the Chemical Weapons Convention in April 2013 in The Hague. This was the first time in the event's history that civil society was allowed to participate. In November the ISS was again asked to address states parties to the CWC, demonstrating the influential role that it plays as an African voice on WMD issues.

Training for improved responses to terrorism

The ISS presented a comprehensive training programme for police and military officials in Mali, aiming to equip them with skills to respond appropriately to terrorist attacks.

This was part of a series of 17 training courses provided in East, West and Southern Africa during 2013 to groups of 30 to 40 detectives and prosecutors. Courses include theory, case work and field exercises such as crime scene management and bomb disposal.

The bomb disposal training presents simulated explosions and participants learn post-explosion investigation, how bomb technology is evolving, and how different terror groups design their explosive devices.

The courses also provide skills on how to investigate acts of terror, accumulate evidence and secure reliable convictions.



| Picture: IRIN/Brahima Ouedraogo

Supporting African prosecutors

During 2013 the ISS supported the Africa Prosecutors' Association (APA) and its annual conference attended by some 115 prosecutors and investigators from 21 African states.

ISS support continued through the provision of training to the East African Association of Prosecutors (EAAP), as well as South Africa's National Prosecuting Authority and the Directorate for Priority Crimes Investigation. Training was also conducted for police and prosecutors in Burundi and Uganda, jointly with their governments.

Well-timed training in Kenya

A significant ISS counter-terrorism training course in Kenya introduced standard operating procedures shortly before a terrorism attack – with training concluded just days before the September 2013 al-Shabaab attack on the Westgate Mall in Nairobi.

Police and prosecutors trained by the ISS are now part of the investigation and prosecutions of terror incidents in the country.

The ISS emphasises the importance of a criminal justice rather than military approach to terrorism. A senior staff member was in New York for the UN General Assembly and briefed ambassadors and UN officials on the ISS's approach to counter-terrorism.



| Picture: Africa Media Online/Abukar Albadri

On the global stage

The ISS contributes to counter-terrorism strategies on the global stage. ISS Managing Director Anton du Plessis was a key speaker at the Council on Foreign Relations event in New York in November 2013, sharing a platform with senior UN officials. ISS African and global policy engagement continued through presentations to the AU/EU Human Rights Seminar, the Global Counterterrorism Forum (GCTF) and the West African Police Chiefs Cooperation Organisation (WAPCCO) General Assembly.

Conflict management and peacebuilding

The ISS trains police to be more effective peacekeepers, and helps governments and international agencies to manage conflict and participate successfully in peace and security processes.



| Picture: IRIN/Zahra Moloo

Effective peacekeeping depends on police, military and civilians who embrace the rule of law and who are sensitive to human rights and issues of gender

Training police for peace operations

The ISS trains African police officers to be effective in post-conflict environments as peacekeepers who earn the respect and trust of citizens. During 2013, the ISS was a key delivery partner in the Training for Peace (TfP) Programme, with a focus on quality training in rule of law and other policing tasks during peace operations.

Following an invitation from the police commissioner of the UN Mission in South Sudan (UNMISS), Dr Frederick Yiga, the ISS conducted an on-site assessment of training needs in the South Sudanese National Police Services. The ISS identified a training gap in middle management of the police in UNMISS, and designed a training package which was piloted in 2013. The success of the course, recognised by both trainees and international training experts, led to the ISS being asked to develop mid-level police management training for other African peace operations.

From sea blindness to an ocean economy

West African states are hoping to harness the huge economic value of the ocean economy – from fishing to trade and offshore gas – while combating and controlling drug trafficking, pollution, piracy, illegal fishing and toxic waste dumping.

Up to 15 government departments and agencies in every country have a role in maritime affairs, which makes it vital to have a coordinated approach to the security of this important resource. During 2013, the ISS was asked by the ECOWAS Commission to lead the development and adoption of the ECOWAS Integrated Maritime Strategy (EIMS). The UN's International Maritime Organisation increasingly seeks ISS input on security issues in Africa, which places African policy issues on the global stage.



Annette Leijenaar

**Division head
Pretoria**

Annette is a former global head of UN peacekeeping training. She is committed to improving the capacity of police in Africa to support peace operations.

Annette has helped to establish and strengthen the rule of law as a key objective for peace operations, which has led to a dramatic expansion of the police role in peacebuilding.

Annette heads the ISS contribution to the Training for Peace Programme, and focuses on enhancing the quality and quantity of police training before and during deployment to African operations.

She works closely with the African Peace Support Trainers' Association (APSTA), the AU Police Support Operations Division (AUPSOD), and the UN Department of Peacekeeping Operations (UNDPKO) Police Division.

During 2013 Annette led a training needs assessment team in South Sudan, which resulted in a very successful course for mid-level management for UN police officers. Participants said the course was the best preparation for their role in the UN Mission in South Sudan.

She has served the UN as chief security and risk advisor in Somalia, Liberia and Afghanistan, and played a leading role in the establishment of the Kofi Annan International Peacekeeping Training Centre (KA IPTC), as well as Kenya's peacekeeping training centre in Nairobi.

Under Annette's leadership, the ISS ran the February 2013 Police Coordination, Consultation, and Communication Workshop (PC3W) in Addis Ababa. This led to establishment of the Police Strategic Support Group (PSSG), which will ensure that police have the same importance as the military in decision making for African peace operations.

Conflict management and peacebuilding



| Picture: IRIN/Mackenzie Knowles-Coursin



| Picture: IRIN/James Reinl

You can tell if a police force is good or bad by watching whether people trust and respect the police, and whether citizens turn to them for help

Training peacekeepers

The ISS advises and supports the Southern African Development Community's (SADC's) Regional Peacekeeping Training Centre in Harare. The centre is responsible for training peacekeepers in all 13 SADC countries.

An ISS workshop in April 2013 attracted police, military and civilian peacekeeping training institutions from SADC, resulting in a significant boost to delegates' understanding of peacekeeping. It led to a new SADC training needs analysis supported by the ISS.

The ISS is a founding member of the African Peace Support Training Association (APSTA), which is responsible for the training and development of peacekeepers for use in UN and AU peacekeeping initiatives.

During 2013 the ISS helped APSTA to develop strategy and identify training needs for peace support operations.

Planning effective peacebuilding

In 2013 ISS advice and analysis on peacebuilding was applied by the UN Department of Peacekeeping Operations, the Economic Community of West African States, the African Union Police Support Operations Division and the Southern African Development Community.

Gender in peacebuilding

As part of the ISS contribution to UN Security Council Resolution 1325 on Women, Peace and Security, the ISS TFP programme had 41% women among the police it trained. Following a request from Southern and East African police chiefs, the ISS also developed a gender awareness manual.



| Picture: UN Photo/Tobin Jones

It is a practical guide to understanding gender equality, peace and security, and gender-based violence in peace operations.

“I empower my team to deliver programmes characterised by quality, efficiency and cost effectiveness” Division head, Annette Leijenaar

Effective development when the conflict is over

The ISS is helping the South African government – through the SA Development Partnership Agency (SADPA) – to design more effective and innovative development and peacebuilding programmes in post-conflict environments, and to learn lessons from interventions in Burundi, the Democratic Republic of the Congo (DRC) and South Sudan.

Fieldwork in these countries found that South African interventions lacked impact and sustainability, and identified a need for mechanisms to drive the country's development partnerships. The ISS is helping SADPA to align its development work with AU and BRICS interventions, and with civil society and business.

Peacebuilding briefs

- With its policy advice on African peace operations and the AU's rapid response capabilities, the ISS has contributed to the development of the police component of the African Standby Force, which will be available for rapid deployment to African conflicts.
- During the AU's 50th anniversary in May 2013, the ISS hosted the AU's head of peace support operations at a seminar about the future of peacekeeping in Africa. The ISS was one of the only NGOs with access to the AU event, and senior African and international policy makers commended the role of the ISS in tackling one of Africa's priorities.
- The ISS trained 120 Rwandan and Ugandan police officers ahead of their deployment to UN and AU peace operations. 41% of these police officers were women.
- Through its support to the AU in the establishment of the Police Strategic Support Group – a body that participates in peace operations decision making at the AU – the ISS gave police a voice at the highest level of peacekeeping policy.
- The ISS serves as the secretariat for the African Conference of Commandants (ACoC), an association of military officer training colleges. ACoC is designed to become a standards authority for officer education, training and development in Africa.



Olusegun Akinsanya

**Regional representative
and senior advisor
Addis Ababa**

Olusegun manages the ISS office in Addis Ababa and maintains the high profile of the ISS in Africa's diplomatic capital.

With a Masters in policy and strategic studies, Olusegun is a former Nigerian Ambassador to Ethiopia and Permanent Representative to the AU and Economic Commission for Africa (ECA). He has been a UN Development Programme (UNDP) representative to the AU and ECA.

Olusegun brings ISS research and expertise to the attention of governments, international agencies and inter-governmental organisations. He established and runs the innovative ISS forum for ambassadors, ensuring the ISS remains a key source of guidance on African security matters.

In 2013 he led discussions at the UNDP/AU/ECA regional consultations on the post-2015 AU agenda, and the colloquium in Addis Ababa on Franco-German reconciliation to mark the 50th anniversary of peace and reconciliation between the two countries. At the invitation of the French and German ambassadors, Olusegun moderated the high-level event attended by AU Commission Chairperson Dr Nkosazana Dlamini-Zuma and former Nigerian president Olusegun Obasanjo.

Olusegun is extending the work of the ISS and its impact on the Peace and Security Council and other policy organs of the AU, and ensures a productive ISS working relationship with the AU.

Drawing on his experience in inter-governmental organisations, his work with ISS colleagues in Addis Ababa has helped to make the PSC a more purposeful and action-oriented body at the heart of the AU's peace and security agenda.

African Futures project

The African Futures project uses the International Futures model to explore possible trajectories for human development, economic growth and socio-political change in Africa. The project enables decision makers to test the implications of policy choices well into the future.



| Picture: IRIN/Tommy Trenchard

African Futures positions the ISS as a leading source of credible analysis of long-term conflict trends and state fragility

ISS African Futures had a global impact with the 2013 release of a paper on the future of intrastate conflict in Africa. The paper has been widely debated by prominent global and regional organisations, and positions the ISS as a leading source of credible analysis of African conflict trends.

Among organisations that sought briefings on the paper are the World Bank, USAid, the US National Intelligence Council, the United Nations Development Programme (UNDP), the African Union and the African Development Bank's panel on fragile states.

Analysis of conflict trends and state fragility

The ISS is collaborating with the African Development Bank (AfDB) to make innovative recommendations about how the development community can work more effectively in African countries affected by conflict.

ISS Executive Director Jakkie Cilliers was among speakers at the launch of the High-Level Panel for Fragile States in Monrovia, Liberia, in September 2013. The panel was established by AfDB President Donald Kaberuka to advise the bank on how to build peace and set a course for prosperity in Africa's vulnerable states.

The ISS's briefing drew on two key 2013 research papers produced by the African Futures project on the future of intrastate conflict, and long-term fragility in 25 African countries. These widely read reports highlight the ISS's role as a leading organisation for relevant analysis of conflict trends and state fragility.

The ISS used the International Futures forecasting model to make 10 recommendations to the panel; including the establishment of a long-term facility to support

12 'more fragile' countries over the next 20 years, cash grants to address deep-seated poverty, and embracing innovation in data collection and analysis. The AfDB President has supported the ISS recommendation on cash grants to alleviate poverty.

The ISS contribution in Monrovia helped to shape the panel's final report and the AfDB's approach to more effective development in vulnerable states.

Better planning for SA's population growth

African Futures has assessed the feasibility of South Africa's National Development Plan, known as Vision 2030. A process was established to model key policy choices in the plan.

After the ISS published *Population Futures for South Africa: Revisiting the National Development Plan 2030*, South Africa's National Planning Commission invited the ISS, together with Stats SA, to discuss its demographic assumptions with a view to informing the revision of the population chapter based on the most recent census. This creates an environment conducive to more realistic planning for population growth in South Africa, which would impact on planning in all sectors.

The paper on population also caught the attention of South Africa's Department of Energy, which requested ISS forecasts and information about underlying assumptions in order to inform its own planning and modelling processes.

The paper also attracted the interest of the EU delegation to South Africa, which gave the ISS a contract to explore the topic of a 'capable and developmental state' in South Africa, in line with the objectives of the National Development Plan.

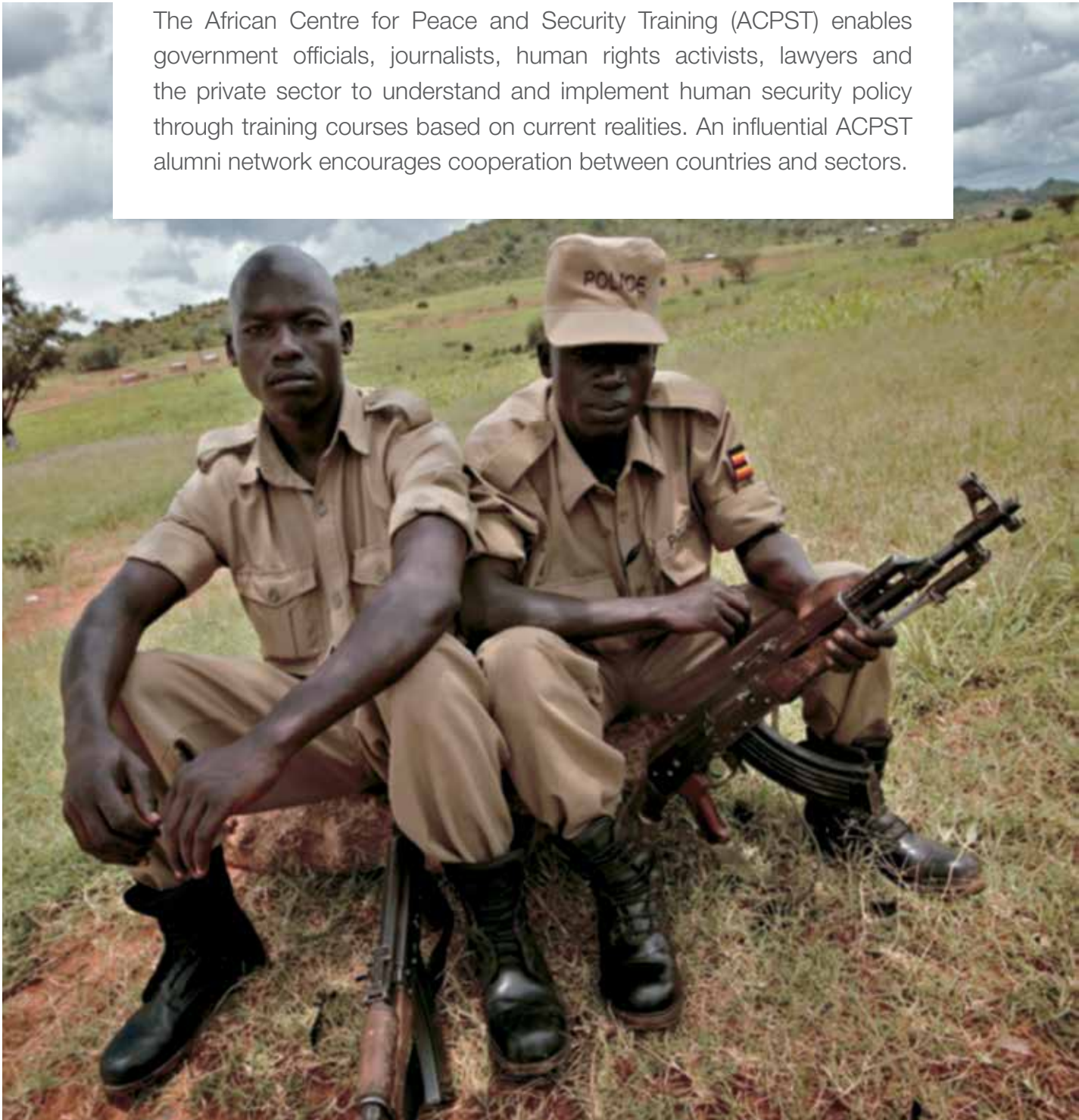


| Picture: IRIN/Francesca Megaloudi

The African Futures Project is a collaboration between the ISS and the Frederick S. Pardee Center for International Futures at the Josef Korbel School of International Studies, University of Denver. The Pardee Center is the home of the International Futures model, the most sophisticated and comprehensive forecasting modelling system available to the public. International Futures uses the best understanding of global systems to produce forecasts for 186 countries to the year 2100.

African Centre for Peace and Security Training

The African Centre for Peace and Security Training (ACPST) enables government officials, journalists, human rights activists, lawyers and the private sector to understand and implement human security policy through training courses based on current realities. An influential ACPST alumni network encourages cooperation between countries and sectors.



| Picture: IRIN/Khristopher Carlson

37

AFRICAN COUNTRIES
REPRESENTED AT 2013
ACPST TRAINING

20

AVERAGE NUMBER OF
PEOPLE TRAINED ON
EACH ACPST COURSE

175

PEOPLE TRAINED
IN 2013

40%

WOMEN AMONG
2013 DELEGATES

Responding to current security challenges

ACPST courses in 2013 covered strategic negotiations, media reporting in conflict zones, advocacy on human security, managing diversity, the role of artists as peacebuilders, emerging threats and natural resource management.

High learning standards

The ACPST curriculum draws on the latest analysis from ISS research findings. A curriculum advisory committee evaluates proposed training programmes and ensures that the highest academic standards are maintained. Participants, trainers and coordinators are vetted by selection committees set up for each training course.

ACPST courses are run over two weeks to enable an in-depth exploration of each topic. The active participation of trainees is a requirement of each course, with a focus on experiential and peer learning.

Programmes are designed to promote ongoing learning through networking and providing research and IT skills. Alumni are encouraged to use the ACPST online library.

Impact of training

- After the Strategic Negotiations course, a senior official from the Ugandan Embassy in Addis Ababa said his improved negotiation skills and understanding of human security prepared him when Uganda took up its seat on the African Union Peace and Security Council.
- A senior official at the Somaliland mission to Ethiopia credited the Strategic Negotiations course with enhancing his skills to participate in the UN Economic Commission for Africa's (UNECA) meeting in Addis Ababa on counter-piracy messaging. He says it helped him to establish the Horn of Africa Institute.
- A member of the Zambia Wildlife Authority said that by attending an Advocacy and Human Security Boot Camp she was able to write an activity-based campaign proposal on human-elephant conflict. Her work was approved by the African Elephant Fund Steering Committee in October 2013, leading to development of a mitigation strategy for rural communities living in and around protected areas in Zambia.
- A Nigerian delegate on the Emerging Threats to Human Security in Africa course said he had gained sufficient knowledge to conduct a training session on the voluntary principles of security and human rights for public and private security providers. He also credits ISS training with providing him with a better grasp of human trafficking.
- A colonel in the Senegalese Army commended the high level of tuition provided at the Emerging Threats to Human Security in Africa course. He highlighted the quality of senior staff and an atmosphere which enabled participants to establish strong networking relationships and friendships.
- A staff member from the Office of National Security in Sierra Leone said he used his new knowledge and skills from the training to prepare a document that highlighted the need to stop child labour in Sierra Leone communities.
- The successful French-language course on Natural Resource Management in Dakar included police, lawyers, civil society, human rights activists, journalists and staff from intergovernmental organisations in 14 African countries.

Good governance at the ISS

The ISS is committed to improving good governance in order to achieve maximum relevance and impact on human security in Africa. The ISS is a professionally managed organisation committed to the highest standards of financial and administrative performance.

Improved staff retention and morale

In 2013, the ISS Human Resources department was expanded to boost staff performance and morale. To improve recruitment and staff retention, an organisational retirement incentive was launched to support staff pension savings, and contract durations were expanded to promote career stability and development. An internal survey in 2013 confirmed that morale is rising and ISS staff are content and motivated.

Valuable progress was made in retaining ISS staff, with turnover dropping from 33% in 2012 to 11% in 2013 – a considerably better attrition rate than the industry average of 15%.

Building African researchers

The ISS is committed to building capacity among junior staff and expanding its pool of African researchers. Seven new 12-month research interns were appointed in 2013, and more are planned. The South African government's Education Training and Development Practices Sectoral Education and Training Authority programme for the ISS was approved and will provide funds for seven research internships in 2014.

New innovation award

During 2013 an award was launched to stimulate and reward innovation and new ideas which help the ISS to have a greater impact. The award recognises that strategic thinking and innovation make the ISS effective and sustainable, particularly as the institute grows.

Financial management and cost savings

The ISS simplified finance and administration processes to reduce risk, improve efficiency and cut operating costs. Savings were achieved by trimming surplus administration, selling the ISS Cape Town office, leasing unused office space in the Nairobi office, and negotiating a substantially reduced audit fee for 2013.

The ISS has a zero tolerance policy to fraud and dishonesty in the workplace. Action was taken against staff suspected of committing fraud, and two internal reviews were commissioned to improve operational systems and oversight.

In 2013, the ISS once again received an unqualified audit, reflecting the organisation's commitment to financial integrity and effectiveness.

Communicating ISS impact

A new ISS communication strategy was approved in 2013 and is already helping the organisation to position itself as Africa's leading NGO on human security. The strategy focuses on communication of impact and enables more timely and relevant reporting to donors and other stakeholders. Improvements in ISS communication have already been recognised by the ISS Advisory Council and ISS Trustees.

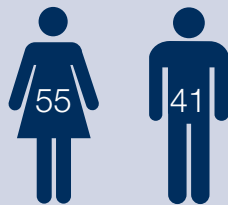


Operating costs across all ISS offices were down by **R3.4 million** in 2013 compared to 2012

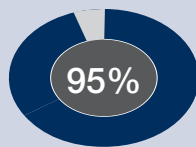
ISS staff

GENDER

96
TOTAL
STAFF



AFRICAN STAFF



COUNTRIES OF ORIGIN

1	Benin	11	Kenya
1	Botswana	2	Nigeria
1	Burundi	2	Senegal
3	Cameroon	46	South Africa
16	Ethiopia	1	Sweden
1	Gabon	1	Uganda
1	Germany	1	Uruguay
1	Ghana	6	Zimbabwe
1	Spain		



R3.4m

R3.4 MILLION
REDUCTION IN
OFFICE OPERATING
COSTS BETWEEN
2012 AND 2013



11%

STAFF ATTRITION
RATE CUT FROM
33% TO 11%
IN 2013



57%

55 WOMEN (57%)
IN A TOTAL
ISS STAFF
COMPLEMENT
OF 96



7

SEVEN NEW
RESEARCH
INTERNS
APPOINTED
IN 2013

Good governance at the ISS

ISS International Advisory Council

The International Advisory Council meets annually to advise the ISS on policy and management issues. Members of the Council are:

- **Dr Salim Ahmed Salim**, Former prime minister of Tanzania, former secretary-general of the OAU, member of the AU Panel of the Wise, Dar es Salaam, Tanzania
(*President of the Advisory Council*)
- **Amb Saïd Djinnit**, Special Representative of the UN Secretary-General, UN Office for West Africa, Dakar, Senegal
- **Lt Gen LM Fischer** (retired), High Commissioner of Botswana to the Federal Republic of Nigeria, Abuja
- **Amb Kåre Aas**, Norwegian ambassador to the USA, Washington DC
- **Prof Ramesh Thakur**, ANU Asia-Pacific College of Diplomacy, Hedley Bull Centre, Canberra, Australia
- **Prof Deon Fourie**, Pretoria, South Africa
- **Dr Agostinho Zacarias**, UN Resident Coordinator and UNDP Resident Representative, Pretoria, South Africa
- **Prof Elrina van der Spuy**, Associate Professor in the Department of Public Law, University of Cape Town, South Africa
- **Amb Francis Deng**, UN Special Representative on the Prevention of Genocide and Mass Atrocities, New York, USA
- **Lt Gen Lazaro Sumbeiywo** (retired), Executive Director, Moi Africa Institute, Nairobi, Kenya
- **Dr Leonardo S Simão**, Executive Director, Fundação Joaquim Chissano, Maputo, Mozambique
- **Amb Ahmed Haggag**, Secretary General, Africa Society, Cairo, Egypt
- **Dr Abdallah Hamdok**, Deputy Executive Secretary, Governance and Public Administration, UNECA, Addis Ababa
- **Ms Brigalia Bam**, former Chairperson of the Independent Electoral Commission, Pretoria, South Africa
- **Dr Susanne Luther**, Director of the Institute for International Contact and Cooperation, Hanns Seidel Foundation, Munich, Germany
- **Amb Christian Dussey**, Director, Geneva Centre for Security Policy, Switzerland
- **Amb René Dinesen**, Ambassador of Denmark to South Africa

ISS Trustees

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

The trustees are:

- **Nicolas Bwakira** held senior positions at the UN High Commission for Refugees from 1970 to 2002. Since then he has been Director for International Relations and Partnership at the University of South Africa, and the African Union's Special Representative for Somalia.
- **Dr Jakkie Cilliers** is Executive Director and co-founder of the ISS. He is an Extraordinary Professor at the University of Pretoria and is on the advisory board of the Geneva Centre for Security Policy, and the Center on International Conflict Resolution, Columbia University, New York.
- **Bobby Godsell** is chairperson of Business Leadership South Africa. He is a member of South Africa's National Planning Commission and also served as the Chief Executive Officer and Director of AngloGold Ashanti Limited. He resigned from the ISS board of trustees in August 2013.
- **Sakumzi (Saki) Macozoma** is Chairman of Liberty Holdings, Deputy Chairman of the Standard Bank Group, Non-Executive Chairman of Safika Holdings and Chairman of the Council of Wits University. He is also President of Business Leadership South Africa.
- **Dr Wendy Ngoma** is the former Director of the Wits Business School and has worked as an academic at the Wits Graduate School of Public Management. She is the CEO of a management consulting firm and an alumni of the INSEAD Social Entrepreneurship Programme. Wendy Ngoma joined the ISS board of trustees in early 2014.
- **Prof Maxi Schoeman** is the Head of the Department of Political Sciences at the University of Pretoria. She is also an adjunct professor in the School of Public Policy, George Mason University and the Deputy Chair of the Institute for Global Dialogue (SA).

Development partners

The ISS is able to enhance human security in Africa with the generous support of the following development partners:

Partnership Forum

Government of Australia
Government of Canada
Government of Denmark
Government of Finland
Government of Japan
Government of Netherlands
Government of Norway
Government of Sweden
Government of the USA/USAID

Project donors

European Commission
Ford Foundation
Geneva Centre for Security Policy
Government of Germany/Gesellschaft für Internationale Zusammenarbeit (GIZ)
Government of New Zealand
Government of the United Kingdom/
Department for International Development
Grand Duchy of Luxembourg
Hanns Seidel Foundation
Humanity United
International Development Research Centre
National Endowment for Democracy
Open Society Foundation for South Africa
Open Society Initiative for West Africa
The World Bank
United Nations Development Programme

Financial statements 2013

Independent auditors' report

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

To the Trustees of the ISS Trust

We have audited the consolidated and separate financial statements of the Institute for Security Studies Trust, which comprise the statements of financial position at 31 December 2013, and the statements of comprehensive income, changes in accumulated funds and cash flows for the year then ended, and the notes to the financial statements which include a summary of significant accounting policies and other explanatory notes as set out on pages 7 to 32.

Trustees' responsibility for the abridged financial statements

The trustees are responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and the financial provisions of the Trust Deed, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation and fair presentation of the financial statements in order to design audit

procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these financial statements present fairly, in all material respects, the consolidated and separate financial position of the Institute for Security Studies Trust at 31 December 2013, and its consolidated and separate financial performance and consolidated and separate cash flows for the year then ended in accordance with International Financial Reporting Standards.

Other reports

As part of our audit of the financial statements for the year ended 31 December 2013, 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. Based on reading this report we have not identified material inconsistencies between this report and the audited financial statements. However, we have not audited this report and accordingly do not express an opinion on this report.

Other matters

The supplementary schedules set out on pages 33 to 34 do not form part of the annual financial statements and are presented as additional information. We have not audited these schedules and accordingly we do not express an opinion on them.

KPMG Inc.

Per T Malakalaka

*Chartered Accountant (SA),
Registered Auditor, Director*

Consolidated statement of financial position
as at 31 December 2013

	2013 R	2012 R
Assets		
Non-current assets	31 039 192	31 645 889
Property and equipment	30 767 769	31 389 108
Intangible asset	271 423	256 781
Current assets	51 167 316	37 902 190
Donor and other receivables	20 880 230	16 680 940
Cash and cash equivalents	30 287 086	21 221 250
	82 206 508	69 548 079
Capital and liabilities		
Trust funds	10 193 238	6 421 824
Trust capital	100	100
Revaluation reserve	8 087 739	5 460 185
Accumulated surplus	2 362 445	1 048 124
Foreign currency translation reserve	(257 046)	(86 585)
Non-current liabilities	3 312 780	6 834 004
Interest borrowing loans and borrowings	3 157 947	6 704 204
Deferred tax liability	154 833	129 800
Current liabilities	68 700 490	56 292 251
Donations received in advance	64 218 383	48 120 340
Trade and other payables	3 477 569	6 968 821
Current tax payable	444 193	352 474
Interest borrowing loans and borrowings	560 345	850 616
	82 206 508	69 548 079

Financial statements 2013

Consolidated statement of comprehensive income for the year ended 31 December 2013

	2013 R	2012 R
Donations income	111 927 762	110 958 649
Management support income	7 977 834	5 515 552
Total income	119 905 596	116 474 201
Operating costs	(117 332 697)	(116 872 565)
Surplus/(deficit) before interest	2 572 899	(398 364)
Finance income	79 968	34 664
Finance costs	(577 703)	(724 834)
Surplus/(deficit) before taxation	2 075 164	(1 088 534)
Taxation	(904 742)	(9 428)
Surplus/(deficit) for the year	1 170 422	(1 097 962)
Other comprehensive loss	(170 461)	(23 360)
Foreign currency translation differences for foreign operations	(170 461)	(23 360)
Total comprehensive income/(deficit) for the year	999 961	(1 121 322)

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