



ISS Annual Review

Knowledge empowers Africa!
Le savoir émancipe l'Afrique!

2010





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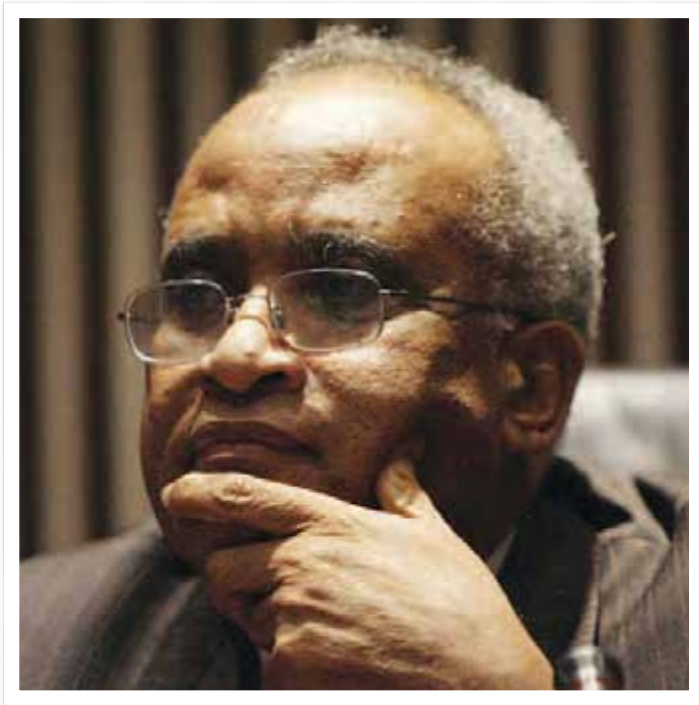
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The ISS in 2010

Message from the Chair of the International Advisory Council Salim Ahmed Salim



Salim Ahmed Salim (Picturenet)

During 2010 the Institute for Security Studies (ISS) began working towards the development of its Strategic Plan for 2012–2015. This process, which will culminate in the second half of 2011, has included an independent evaluation of the impact of the work of the ISS, engaged external stakeholders, and involved extensive internal debate on a range of issues.

These include evaluating the dynamic context presented by Africa and the challenges presented to organisations such as the Institute; defining where the ISS has strategic comparative advantage; exploring which mix of intervention modalities best achieve expected results; and identifying lessons learned from past work.

The ISS has been mindful that embarking on this process could result in the revision of its identified seven result areas, its current portfolio of fourteen programmes, and indeed the overall structure and management of the organisation. It has therefore elected to engage in a phased process of

discussion and consultation involving both its external stakeholders and its staff across the continent.

This was also the focus of the October 2010 meeting of the ISS Advisory Council in Nairobi, Kenya, which I was pleased to chair. We were able, during our discussions, to offer a series of recommendations aimed at helping the Institute move towards a truly results-based organisation whose efforts are guided by the practical contribution that each activity makes to the improvement in human security in Africa.

I am looking forward to reviewing the resulting strategy for 2012–2015 at our forthcoming meeting in Pretoria during October 2011.

The successful partnership with the African Union in promoting the Year of Peace and Security (YoPS) in Africa was another feature of the Institute's work in 2010. This translated into a number of outreach events that culminated, on 21 September, in a series of critical seminars and dialogues at the various ISS offices. In addition to increasing visibility for peace and security matters in a context of rapidly changing security challenges in Africa, the Institute's engagement in promoting the YoPS established the foundation for increased strategic partnerships with critical stakeholders, including the private sector and the AU Commission.

One of the highlights of the period under review was undoubtedly the official launch of the latest ISS office in Dakar, Senegal. From 20 to 23 October 2010 the Institute celebrated its now continental presence with a stakeholders' meeting in Dakar on peace and security matters in West Africa.

The Dakar Office will work primarily to implement the memorandum of understanding signed between the ISS and the Economic Community of West African States (ECOWAS) in August 2009. This MoU sets the agenda for the partnership between the two institutions in addressing a range of human security challenges in the region. These include support in the development of various strategies and studies, for example those on transnational threats and maritime security.

Dakar represents an important regional hub and is host to several bodies whose work complements that of the ISS, including the UN Office on Drugs and Crime (UNODC); the Intergovernmental Action Group against Money Laundering

in West Africa (GIABA), established by ECOWAS; and the Open Society Institute for West Africa (where the Institute is sub-leasing office space).

The Dakar Office is crucial to taking forward the Institute's Pan-African mission to promote human security on the continent. The enthusiastic welcome that the Institute received from various stakeholders – both within and outside Africa – is an indicator of the important role that the Institute can serve in this region.

At the time of the publication of this report it has become evident that Africa is caught up in an unprecedented process of change and adaptation following events in North Africa. Disturbing and challenging as these changes may be in the short term, they equally present a picture of a democratic and secular Africa where government is no longer imposed but represents a response to the demands of ordinary citizens – a demonstration of the universal appeal that human rights, freedom and good governance have across the world.

These are exciting times. Africans are emphatically reasserting themselves and their voice and that of the continent will increasingly be heard. There can be no more important time than now for organisations such as the ISS to help develop African perspectives on human security.

Salim Ahmed Salim

Dar es Salaam

April 2011

Message from the Trustees



Selby Baqwa, Lucy Mailula and Jakkie Cilliers



Bobby Godsell



Jody Kollapen

The publication of the sixth Annual Review of the Institute for Security Studies gives us an opportunity to celebrate the Institute's achievements in 2010.

The aim of the Annual Review is to provide a consolidated public overview of the Institute and to serve as an instrument of accountability in both narrative and financial terms. Specific reference is made to the Institute's resources, which have been largely made available by the Institute's core funders and international partners. We are exceedingly grateful to them.

Although we produce a number of programme brochures and other marketing material, the Annual Review is the only publication that provides a holistic overview of the Institute's achievements in a given year. We hope that it will help others to understand our modest contribution to human security in Africa.

The first Annual Review appeared in 2005 and coincided with the establishment of offices in Ethiopia and Kenya. In 2010, the ISS consolidated its Pan-African nature with the establishment of an office in Dakar, Senegal, as set out in the Strategic Plan 2008–2011. In addition to improving our understanding of and engagement with Francophone Africa, the Dakar Office will work primarily

towards implementing the Memorandum of Understanding between the ISS and the Economic Community of West African States (ECOWAS) that was signed in August 2009. This MoU sets the agenda for a partnership between the two institutions in addressing a range of human security challenges in the region, including support in the development of various strategies and studies such as those on transnational threats and maritime security.

Whereas previous years were characterised by geographic and thematic growth at the Institute, 2010 could be considered a year of consolidation under difficult external conditions. The international economic downturn has also affected the Institute's overall funding, even though 2010 has seen a net growth in operations.

Major improvements to the governance and oversight systems and processes were implemented at all levels, particularly with regard to the Board of Trustees and the Management and Executive Committees. The Trustees were particularly pleased to welcome Bobby Godsell and Jody Kollapen to the fold.

In the period under review, the Institute was able to stay focused on achieving its core mandate and institutional strategy through the guidance of the International Advisory Council under the leadership of its President, Salim Ahmed Salim, and through the support of the ISS Partnership Forum. The Forum includes the Institute's larger project and core partners, namely the governments of Sweden, Norway, Finland, Denmark, Switzerland, Germany, the Netherlands and Spain, as well as the Open Society Foundation – South Africa. We would like to express our particular gratitude to them.

Internally, the key governance aspects that were prioritised by the Institute during 2010 were: standardisation and centralisation of accounting systems across offices; increased focus on risk management with quarterly reviews at the Management Committee and (soon) Board of Trustees levels; reviewing and re-ordering our strategic priorities in light of the economic crisis; and the reorganisation of Head Office with the creation of Director Management and Director Research positions.

As we are coming to the end of the Strategic Plan 2008–2011, the Institute has started working on a follow-on strategic plan for the period 2012–2015. This process will continue throughout 2011 and will be an opportunity

to undertake an extensive internal review of our human resources and financial systems in order to improve efficiency, effectiveness and economy. This, in turn, will position the Institute strategically to contribute towards policymaking in Africa.

We recognise that the success of the Institute is the result of the dedication and commitment of our competent and hard-working staff across our five offices and wish to celebrate and acknowledge their contribution. The year 2010 was particularly difficult as the global economic crisis impacted severely on the financial support that organisations such as the ISS were able to garner from international partners. Despite these extraneous conditions, the Institute was able to roll out its strategy and implement its projects and programmes effectively and competently.

The activities undertaken by the ISS in the period under review are featured below. In particular, we have elaborated on the various programmes' achievements and impacts. The review concludes with a list of the funders who supported these activities as well as an extract from our audited financial statements.

We trust you will enjoy the read.

***Selby Baqwa, Jakkie Cilliers, Bobby Godsell,
Jody Kollapen and Lucy Mailula***

Members of the International Advisory Council

Dr Salim Ahmed Salim (President of the Council)

Former Prime Minister of Tanzania, former Secretary General of the OAU, member of the AU Panel of the Wise, Dar es Salaam, Tanzania

Mr Saki Macozoma

Chairperson, STANLIB, Johannesburg, South Africa

Lieutenant General LM Fischer (rtd)

Former Commander of the Botswana Defence Force Gaborone, Botswana

Professor Judy Wakhungu

Executive Director, African Centre for Technology Studies, Nairobi, Kenya

Ambassador Kåre Aas

Director Political Affairs, Norwegian Ministry of Foreign Affairs

Professor Ramesh Thakur

Professor of Political Science, University of Waterloo, Canada, and Adjunct Professor of International Relations, Griffith University, Australia

Professor Deon Fourie (rtd)

Emeritus Professor in Strategic Studies, University of South Africa, Pretoria, South Africa

Dr Agostinho Zacarias

UN Resident Coordinator and UNDP Resident Representative, Pretoria, South Africa

Ms Thandi Modise

Premier of North-West Province, South Africa

Ambassador Francis Deng

UN Special Representative on the Prevention of Genocide and Mass Atrocities, New York, USA

Lieutenant General Lazaro Sumbeiywo (rtd)

Executive Director, Moi Africa Institute, Nairobi, Kenya

Dr Leonardo S Simao

Executive Director, Fundação Joaquim Chissano, Maputo, Mozambique

Ambassador Ahmed Haggag

Secretary General, Africa Society, Cairo, Egypt

Vision and Mission

Mrs Scholastica Kimaryo (rtd)

Johannesburg, South Africa

Dr Abdallah Hamdok

Director, Governance and Public Administration Division,
UNECA, Addis Ababa

Ambassador Saïd Djinnit

Special Representative of the Secretary General, UN Office
for West Africa, Dakar, Senegal

Ambassador Ibrahim Gambari

Special Representative of the Secretary General, UN Office
for West Africa, Dakar, Senegal

Ms Brigalia Bam

Chairperson, Independent Electoral Commission, Pretoria,
South Africa

Mr Christian Hegemer

Director of the Institute for International Contact and
Cooperation, Hanns Seidel Foundation, Munich, Germany

Vision

As a leading African human security research institution, the Institute for Security Studies works towards a stable and peaceful Africa characterised by sustainable development, human rights, the rule of law, democracy, collaborative security and gender mainstreaming. The ISS realises this vision by:

- Undertaking applied research, training and capacity building
- Working collaboratively with others
- Facilitating and supporting policy formulation
- Monitoring trends and policy implementation
- Collecting, interpreting and disseminating information
- Networking on national, regional and international levels

Mission

To conceptualise, inform and enhance the debate on human security in Africa in order to support policy formulation, implementation and decision making at all levels.

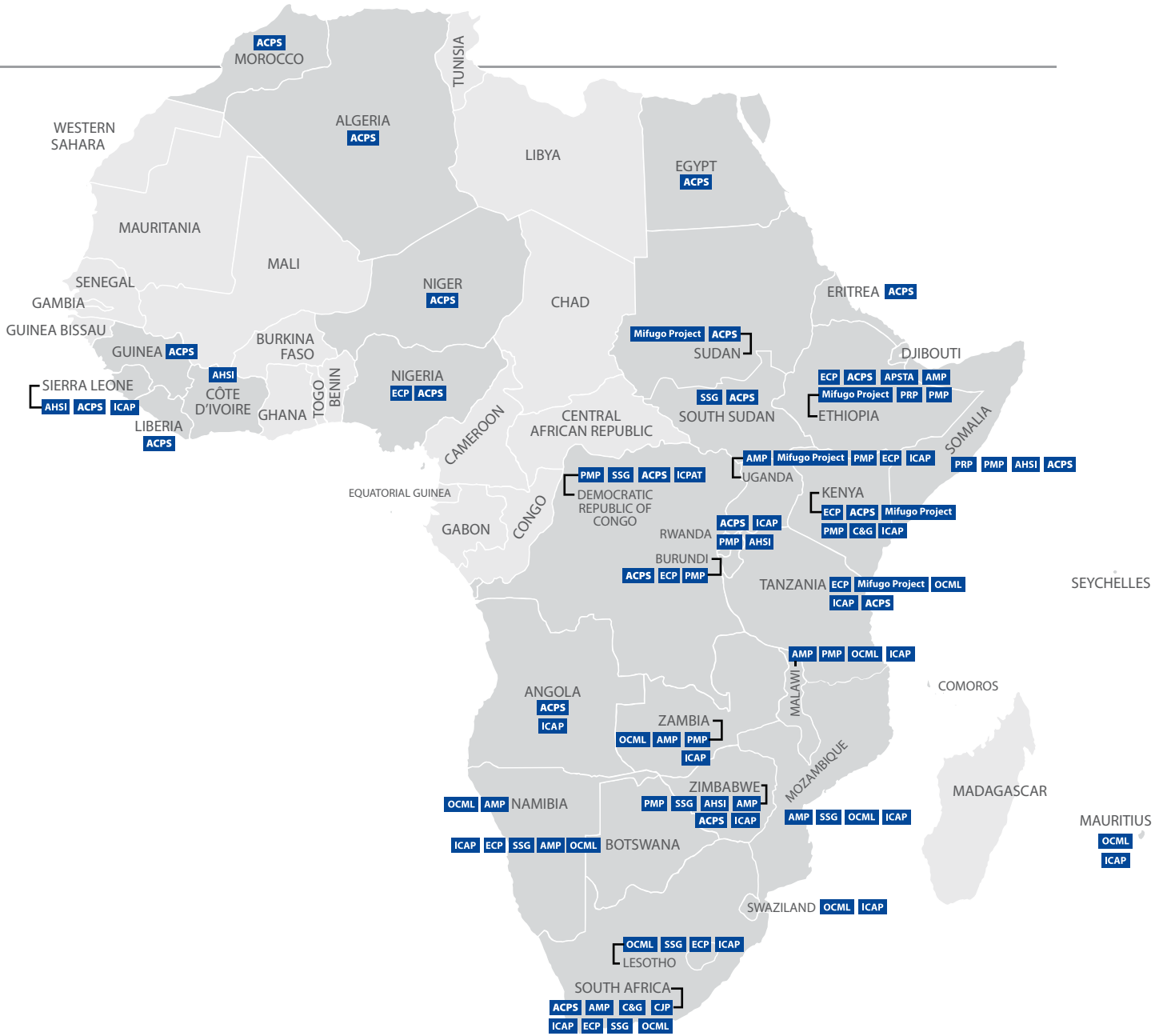
ISS Outcomes 2010

Outcome Areas

Governments and organisations around the world are under increasing pressure to produce and demonstrate results. This has led to a greater focus on outcomes. The Institute recognises that an outcome focus presents a powerful tool to increase credibility and address stakeholder needs.

To this end, the Institute presents the results of its programmes in accordance with various outcome areas. In the table below, ISS outcome areas are linked to the ISS programmes and initiatives.

Outcome	Programme/Project
Area A: ISS early warning, research and analysis are used to prevent and respond to crime and conflict in Africa	African Conflict Prevention System (ACPS) Peace and Security Council Report Programme (PRP)
Area B: African security, justice and peacekeeping governance and management are improved	Peace Missions Programme (PMP) African Peace Support Trainers Association (APSTA)
Area C: African arms governance and management are improved	Arms Management Programme (AMP)
Area D: African post-conflict reconstruction policies and practices are improved	Security Sector Governance Programme (SSG)
Area E: International, organised and transnational crime in Africa are mitigated	Crime and Justice Programme (CJP) International Crime in Africa Programme (ICAP) Organised Crime and Money Laundering Programme (OCML) African Human Security Initiative (AHSI)
Area F: Corruption is reduced and democratic governance in Africa is improved	Corruption and Governance Programme (C&G)
Area G: African natural resources and environmental governance, management and protection are improved	Environmental Crime Project (ECP) Mifugo Project



Programmes

African Conflict Prevention System

The African Conflict Prevention System consists of three hubs, situated in Pretoria, Nairobi and Addis Ababa. These hubs are known as ACP-Addis Ababa, ACP-Nairobi and ACP-Pretoria.

African Conflict Prevention Programme – Addis Ababa

Taking advantage of its strategic location in relation to the African Union's headquarters, ACP-Addis Ababa has developed productive relationships with a variety of departments within the AU Commission, which it aims to assist with technical and policy support in critical areas of peace and security. The programme also organised a series of targeted policy dialogues aimed at raising awareness and inform policy-making. These activities received extensive coverage in both local and international media.

Two situation reports on Liberia and Sierra Leone, as well as a seminar entitled 'A Critical Analysis of Security Challenges in West Africa', received extensive media coverage in West Africa. In response to this, the Sierra Leone Ministry of Foreign Affairs asked Ambassador Edward Clinton in Addis Ababa to visit the ISS Addis Ababa Office to extend Sierra Leone's appreciation of the situation report on Liberia. In the same vein, another seminar entitled 'Polls in Burundi and Rwanda and Post-Electoral Prospects', held in August, was attended by the Minister of Interior of the Republic of Burundi, Mr Edouard Nduwimana, who expressed appreciation for the high level of discussions.

ACP-Addis Ababa is fast becoming recognised as a sound, relevant and sought-after source of information and analysis in relation to African security issues. Its proximity to important regional and international players (the AU, UN and civil society organisations) is significant in terms of establishing solid networks that are critical to shaping effective policies at the continental level.

In 2010, ACP-Addis Ababa worked closely with African Civil Society Organisations (CSOs) in providing technical support (resource persons) for Pre-Summit meetings before the 15th AU Summit. In this regard, the Programme Head of ACP-Addis Ababa presented a paper on 'Radicalisation in the Horn: Al-Shabaab's Threat to Peace and Security in the Region', in Kampala, Uganda, in July.

Finally, ACP-Addis continued highlighting the progressively important role of the AU in dealing with Africa's various security threats.

A series of publications and seminars on the Nile River and its political dynamics have contributed to the finalisation and enhanced understanding of the Cooperative Framework Agreement. A workshop on the theme 'The Historical Dispute over the Sharing of the Nile: Breaking the Deadlock and Charting a Way Forward', co-organised with the Ethiopian International Institute for Peace and Development (EIIPD) in Addis Ababa on June 3, attracted ministers and ambassadors from riparian countries to deliberate upon the way forward on negotiations related to the Nile.





In August 2010 ACCP-Addis Ababa conducted a seminar on the polls in Burundi and Rwanda. (PictureNet)

ACCP-Addis Ababa		
Mehari Taddele	MARU	Programme Head
Berouk	MESFIN	Senior Researcher
Debay	TADESSE	Senior Researcher
Muna	ABDALLA	Senior Researcher
Jamilla	EL-ABDELLAOUI	Senior Researcher
Lansana	GBERIE	Senior Researcher
Beakal	BISRAT	Programme Assistant

- 11 Seminars
- 8 Situation reports
- 2 Roundtable discussions
- 1 Workshop report
- 3 Field research trips
- + 120 Briefings



Programmes

African Conflict Prevention Programme – Nairobi

In 2010 ACPP-Nairobi held a number of public policy debates and provided expert analysis on a range of issues relating to East Africa and the Horn of Africa. In the context of the AU's 2010 Year of Peace and Security initiative, the programme organised six well-attended seminars, two expert roundtable workshops, twenty presentations and over thirty stakeholder briefings, and contributed fifteen media interviews. A number of publications and workshop reports were also disseminated with a view to contributing high-quality analyses for enhanced decision-making capacity for conflict prevention in East Africa, the Horn of Africa, and the Great Lakes region. Both the quality of these workshops and their high-level attendance demonstrate the potential for real impacts to be achieved through informing key decision-makers and government officials, and creating a platform for networking and advancing solutions. The discussions and concomitant ideas set the stage for proactive and positive dialogue, which could translate into real change for peace.

The seminars, expert workshops and technical assistance underscore not only ACPP-Nairobi's capacity to provide timely, relevant and insightful conflict analysis and early warning, but also that of the ACPS system as a whole to serve as a reliable and objective source of conflict analysis for international think-tanks, diplomats and policymakers alike.

The programme continues to collaborate with key partners. These include various arms of the Government of Kenya such as the Ministry of Foreign Affairs through the Foreign Service Institute, the Ministry of Provincial Administration and Internal Security through the NSC and KNPF; regional organisations such as the Intergovernmental Authority on Development (IGAD), the East African Community (EAC) and the International Conference on the Great Lakes Region (ICGLR); and UN agencies and research organisations and civil society groups such as the Internal Displacement Monitoring Center (IDMC-Geneva), Clingendael Institute (Netherlands), Africa Peace Forum, and Crisis Action Africa.

On a technical and policy support level, ACPP-Nairobi was able to build on the work it had previously done for the African Development Bank as well as for the National Steering Committee (NSC) on Peacebuilding and Conflict Management of the Office of the Kenyan President. In December ACPP-Nairobi fulfilled another request from the NSC, namely to facilitate a capacity-building workshop for members of the Central Province's Peace Forum. In October ACPP also fulfilled a request from the Kenya National Focal Point on Small Arms and Light Weapons (SALWs) to facilitate a workshop to design research methodology for a survey to map the flow of illicit SALWs in the country.





ACPP-Nairobi staff during their annual planning meeting in Mombasa.

ACPP-Nairobi Staff

Roba	SHARAMO	Programme Head
Andrews	ATTA-ASAMOAH	Senior Researcher
Nyambura	GITHAIGA	Researcher
Catherine	OKIYA	Programme Administrator
Maggie	AINLEY	Intern
Jeniffer	KATUSYA	Intern
Barako	ELEMA	Intern
Victoria	MWIRICHIA	Intern

- 6 Seminars
- 2 Roundtable workshops
- 1 Situation report
- 2 Papers (one with PMP)
- 3 Workshop reports



Programmes

African Conflict Prevention Programme – Pretoria

From the beginning of 2009 ACPP-Pretoria worked on a research project entitled 'African Borders: Potential Sources of Threats to Peace, Security and Stability'. Beyond tracing the historical origins of current African borders and their impact on current African realities, this project sought to identify and document undelineated and undemarcated borders that could be sources of threats to African peace, security and stability. Increased discoveries of natural resources in contested land and maritime border areas highlighted the importance of this timely project.

The African Union Border Programme approached ACPP-Pretoria in early 2010 with the request to take the lead in developing the *AU Border Project Practical Handbook on Delivering and Demarcating African Boundaries*. The handbook was co-edited by ACPP-Pretoria and was released in August 2010.

In the wake of growing transnational forms of insecurity in West Africa, ACPP-Pretoria issued a situation report on 'Challenges to Peace and Security in West Africa' that was positively received by various stakeholders. Following the publication of this report ECOWAS (the Economic Community of West African States) approached the ISS to explore the possibility of assessing threats to stability in the region on an annual basis.

In December 2009, the Nyerere Centre for Peace Research, a think-tank of the East African Community (EAC), approached the programme to help them draft their strategic plan for the next three years. Following this request, Wafula Okumu and Paul-Simon Handy spent a week in Arusha in January 2010 to assist the centre's staff to this end. The plan was subsequently adopted by the EAC.

In July 2010, in recognition of the value added by the cooperation with the ISS, a dormant memorandum of understanding between the two organisations was amended and submitted for approval by the EAC's relevant organs.

As one of the oldest conflict early-warning units in Africa, ACPP-Pretoria has acquired significant experience in analysing conflicts and threats to human security that is valued by stakeholders in the field of conflict prevention. In the period under review, ACPP-Pretoria staff offered high-quality analysis packaged in different formats that attracted a growing audience in and outside Africa.

ACPP-Pretoria was approached by the World Bank to contribute to a study for the *World Development Report 2011*. Under the theme of 'Conflict, Security and Development' the team contributed a chapter focusing on conflict exit pathways. The study consisted of analyses of the ways in which countries deemed by the World Bank to have made successful exits from conflict have managed to deal with the socio-political stresses of post-conflict reconstruction and maintained stability over twenty years after the official end of their particular conflicts. The case studies dealt with South Africa, Mozambique, Cambodia, Vietnam and Rwanda. ACPP-Pretoria's staff contributed to two case studies (South Africa and Rwanda), wrote the lead article, and led the team of international experts.





In 2010, ACP-Pretria took the lead in developing the *AU Border Project Practical Handbook on Delivering and Demarcating African Boundaries*.

ACPP-Pretria Staff		
Paul-Simon	HANDY	Programme Head (to September 2010)
Francis	IKOME	Programme Head (from September 2010)
Nadia	AHMADOU	Junior Researcher
Maria	MALULEKE	Programme Administrator
Wafula	OKUMU	Senior Research Fellow
Paula	ROQUE	Researcher
Issaka	SOUARÉ	Senior Researcher
Judy	SMITH-HÖHN	Senior Researcher

- 12 Seminars, roundtables and expert workshops
- 2 Situation reports
- 2 Policy briefs
- + 150 Briefing notes
- + 70 Briefings



Programmes

African Human Security Initiative

The African Human Security Initiative (AHSI) was initiated as a network of eight African non-governmental organisations with the aim of complementing the African Peer Review Mechanism (APRM), with an additional focus on crime, justice and policing issues.

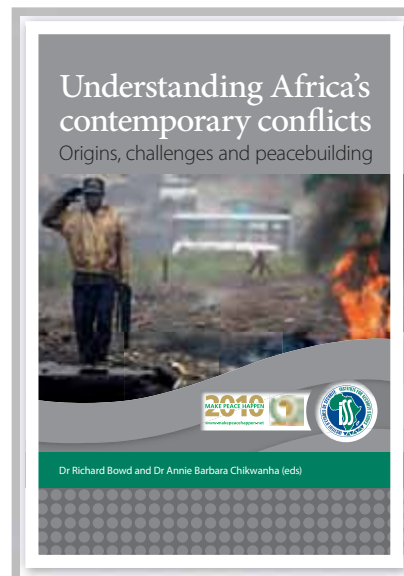
With a secretariat run by the ISS in Addis Ababa and through local partnerships, AHSI undertook groundbreaking research in the areas of crime and justice, and fed this into the APRM review process. AHSI's innovative methodology saw it work at the national level with civil society organisations in the countries under review, thereby facilitating local engagement in this process while also building the capacity of a range of African organisations to undertake research on human security issues.

AHSI was successful in raising the profile of the APRM in member countries, and in building the participation and ownership of civil society in the APRM. The decision to conclude the partnership was based on two considerations: first, the Institute has funded the AHSI secretariat through contributions from its own core funding during 2010 but could not succeed in raising sufficient funds for the AHSI partners; and second the need to harmonise the Institute's activities relating to human security and those of AHSI.

www.africanreview.org

AHSI Staff

Annie	CHIKWANHA	Senior Research Fellow
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Monograph 173, *Understanding Africa's contemporary conflicts*

- 1 Monograph

African Peace Support Trainers Association

The next phase of the African Peace Support Trainers Association (APSTA) dominated the agenda of this ISS programme in the first part of the year. At the APSTA strategic planning workshop held in Nairobi in June, the APSTA Strategic Plan for 2010–2013 was discussed. The draft constitution was reviewed and several amendments and recommendations were made. The strategic plan, constitution, and governance structure were adopted in October 2010 at the AGM held in Nairobi. It was agreed during the meeting that the ultimate goal of delinking from the ISS was to enable APSTA to become an independent pan-African association.

At APSTA's annual general meeting in February 2010 in Durban, South Africa, APSTA members deliberated and decided on the location and future direction of the secretariat. It was decided that the APSTA Secretariat would be reconstituted as an independent body de-linked from any member institution. ISS-Addis Ababa would continue hosting the secretariat until 31 December 2010, after which date the secretariat would be established as an independent body in Nairobi, Kenya.

www.apsta-africa.org



APSTA members participated in an 'Ideas Bazaar' of the IAPTC in Dhaka, Bangladesh: Back: Colonel (Rtd) Henri Boshoff, Head of the Peace Missions Programme at the ISS; front (ltr): Brigadier General (Rtd) Marcel Chirwa, Head of the APSTA Secretariat, and Brigadier General Robert Kibochi, Director of the International Peace Support Training Centre (IPSTC) in Kenya

APSTA Staff

Marcel	CHIRWA	Senior Research Fellow and Head
--------	--------	---------------------------------

- 1 Annual conference
- 2 AGMs
- 1 Strategic meeting
- 1 Consultative meeting

Programmes

Arms Management Programme

The Arms Management Programme (AMP) has been actively supporting the operationalisation of the African Nuclear-Weapon-Free Zone Treaty (Treaty of Pelindaba), which will constitute an important step towards strengthening the international disarmament and non-proliferation regime.

In March, AMP, in partnership with the James Martin Center for Nonproliferation Studies (CNS), organised a high-level international workshop in Pretoria to discuss the implementation of the Treaty of Pelindaba and, in particular, the establishment of the African Commission on Nuclear Energy (AFCONe), with a view to contributing to the first AU Conference of States Parties to the Treaty of Pelindaba. In May, during the Treaty on the Non-Proliferation of Nuclear Weapons Review Conference in New York, AMP co-hosted a side-event with CNS on the progress made in implementing the Treaty of Pelindaba.

In November, the AU convened the first Conference of States Parties to the Treaty of Pelindaba in Addis Ababa. The proposed structure, terms of reference and budget for AFCONe were discussed and 12 AFCONe commissioners were elected. Notably, conference organisers made use of background papers written by AMP to inform discussions during the conference.

In 2010, in recognition of its expertise on nuclear-related issues, AMP's 'Africa's Development and the Threat of Weapons of Mass Destruction' project was invited to become an International Partner of the Fissile Materials Working Group (FMWG), which is a coalition of over 40 experts mainly representing the top non-proliferation and nuclear security organisations in the US. The FMWG develops actionable policy proposals and recommendations on fissile materials priorities for the US administration and non-US government officials.

AMP also continued to collaborate closely with SADC governments and SARPCCO (the Southern African Regional Police Chiefs Cooperation Organisation) to improve the control of firearms and ammunition in the region.

In February, AMP, in collaboration with SARPCCO and the SAPS (the South African Police Service), piloted a one-month specialised firearms control course for police representatives from most Southern African countries.

According to the recommendations of the 6th meeting of the SARPCCO Regional Coordinating Committee (RCC)

on Small Arms and Light Weapons, AMP was requested to activate a project to supply ten SARPCCO member states with firearm marking equipment in order to improve control over firearms held by the state and civilians. In addition, AMP was requested to assist the RCC with the development of a fundraising strategy. Members of the RCC agreed to continue to assist AMP with research projects on firearm and ammunition control in Southern Africa.

In Namibia, AMP assisted with the development of firearm competency testing and the establishment of preliminary processes to improve controls over arms brokers. In Malawi, the Malawi Police Service approved AMP's provisional research report on firearm-related issues in Malawi. This report will be used to inform the development of Malawi's National Action Plan on Small Arms and Light Weapons.

AMP provided expertise to the Economic Community of Central African States (ECCAS) in developing a convention on small arms for the region and was a member of the UN working group that developed the International Small Arms and Light Weapons Standards. AMP's relevance and value continue to be demonstrated by its work with national and regional governments in support of the implementation of regional and international disarmament agreements.

wmdafricafiles.blogspot.com
www.armsnetafrica.org



AMP staff conducting field research in Malawi.

AMP Staff		
Nelson	ALUSALA	Senior Researcher
Ben	COETZEE	Senior Researcher
Amelia	BROODRYK	Researcher
Dominique	DYE	Researcher
Gugu	DUBE	Researcher
Natalie	JAYNES	Sarah Meek Fellow
Guy	LAMB	Senior Research Fellow
Agar	NGWENYA	Programme Administrator
Noel	STOTT	Senior Research Fellow
Lauren	TRACEY	Consultant
Hubert	FOY	Intern

- 2 Papers
- 3 Newsletters
- 2 Policy briefs
- 5 Other/training material
- 12 Workshops
- 7 Seminars
- 1 Conference



Programmes

Corruption and Governance Programme

In April the Corruption and Governance (C&G) Programme launched the monograph *Player and Referee: Conflicting Interests and the 2010 FIFA World Cup* on the premise that conflict between public and private interests is one of the most prevalent challenges at all levels of public life in South Africa. This publication provides SA policy-makers with an opportunity to reassess the integrity of mega-event governance and reflect on weaknesses in the country's anti-corruption framework.

A national conference on 'Ethics in public life' was convened in October and hosted by C&G in collaboration with the Public Service Commission (PSC). The conference brought together, for the first time, a broad spectrum of stakeholders, including government officials, parliamentarians, researchers, ethics practitioners, civil society, academics and the media. The conference objective was to provide a national platform for engagement among a wide range of experts on different aspects of public ethics, with a focus on conflicts of interest and corruption.

C&G also undertook work on the governance of climate change and sustainable energy. Its work on the failed governance of the South African Pebble Bed Modular Reactor (PBMR) nuclear energy project gained much prominence late in the year. The project published a paper examining governance lapses in the management of the PBMR project, which cost local taxpayers approximately R10 billion over a nine-year period. The programme hosted a public seminar on the project in which a range of stakeholders participated and in which other allegations of corruption and management irregularities in the PBMR project were revealed. In response, C&G, in partnership with Earthlife Africa (ELA), hosted a multi-stakeholder meeting, to explore various governance and economic dynamics around nuclear energy planning. About a day after the meeting the former Minister of Public Enterprises announced the complete closure and an audit of the project.

The programme also hosted the South African Civil Society Energy Caucus in Cape Town on 14 and 15 September 2010. The meeting explored South Africa's willingness and ability to deal with governance challenges ahead in energy policy and planning, and aimed to create benchmarks for a sustainable and socially just future. Over 80 civil society representatives participated and government

officials presented on various panels.

The programme also kicked off work on monitoring the governance of climate finance in Africa. A core team of researchers from Africa, Latin America and Asia worked with the programme to understand how climate funds were being governed at national and sub-national level in their regions in order to provide recommendations to key policy makers. A multi-stakeholder workshop was also hosted in partnership with the Pan African Climate Justice Alliance (PACJA) to engage on critical issues on climate finance ahead of the UN Conference of Parties 16 in Mexico.

C&G added voice to the debate on land policy in (South) Africa by highlighting the hitherto under-researched area of corruption in the land sector. Land policy experts, scholars, journalists and government representatives gathered to discuss the programme's preliminary research into the field.

C&G's Conflicts of Interest in Public Life Project offers a particularly valuable contribution in the form of a database of politicians' assets. The project gained recognition for its contribution to monitoring conflicts of interest and promoting ethical behaviour among civil servants from the Independent Complaints Directorate (ICD). This was a significant aspect of the project's work on collecting and archiving disclosure forms of politicians' assets and interests, which extended into the creation of a publicly accessible electronic database ('Who Owns What').

www.ipocafrika.org



The launch of the C&G occasional paper titled *Nuclear energy rethink? The rise and demise of the Pebble Bed Modular Reactor* on 13 May in Yeoville, Johannesburg.

C&G Staff		
Isaack	OTIENO	Programme Head
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Collette	SCHULZ-HERZENBERG	Senior Researcher
Shireen	MUKADAM	Researcher
Webster	WHANDE	Senior Researcher
Natashia	EMMETT	Programme Administrator
Shahnaaz	PARKER	Programme Assistant
Emmanuel	MARAVANYIKA	Intern

- 10 Seminars
- 3 Conferences
- 2 Workshops
- 1 Monograph
- 1 Occasional paper



Programmes

Crime and Justice Programme

In South Africa in 2010, the Crime and Justice Programme (CJP) continued to exert a positive influence on the reduction of crime through its policy-level contributions.

Early in the year the South African Minister of Police, Nathi Mthethwa, instructed the National Secretary of the Department of Police to work more closely with the ISS in strengthening and re-establishing the National Secretariat of Police. As a result the programme presented a range of practical proposals on how the National Secretariat could gather, structure and analyse information on the performance of the South African Police Service (SAPS).

CJP was also invited to become a member of the Civil Society Reference Group on Research and Policy Development, which was established by the National Secretariat. This group will be directly involved in the drafting of a report on the 'State of Policing in South Africa', which will in turn form the basis for the drafting of a new SA Police Act.

CJP also provided substantive written and verbal submissions to the Portfolio Committee on Police on the Independent Police Investigative Directorate (IPID) Bill and the Civilian Secretariat for Police Service Bill. Both pieces of legislation aim to considerably strengthen civilian oversight of public police agencies in South Africa.

In August, CJP and the Women's Legal Centre made a joint submission to the Portfolio Committee on Justice and Constitutional Development in respect of the Prevention and Combating of Trafficking in Persons Bill. This submission resulted in six amendments to the draft legislation.

Furthermore, in response to a need expressed by the chairperson of the Portfolio Committee on Correctional Services, Mr Vincent Smith, that the committee required further information on public-private partnerships (PPPs) in the building and running of prisons, CJP organised a workshop for the committee entitled 'Exploring the Costs and Benefits of a Private-Public Partnership (PPP) Model for Correctional Services'. In addition, the ISS was one of two independent organisations to be invited by the Portfolio Committee on Police to make a submission on the SAPS Annual Report for 2009/10. The CJP submission covered a number of police performance-related issues.

The extent to which CJP is recognised as providing credible insights on the crime and security situation in South Africa was highlighted in the wake of the annual

release of the country's official crime statistics in September. Following the release of the crime statistics, four articles analysing key crime trends over the previous five years were published in a range of daily SA newspapers including the *Star*, *Pretoria News*, *Cape Times* and *Mercury*. The contribution of CJP has been to reflect crime trends over time and to assist the public and policy-makers to understand what the raw numbers mean.

In December 2010, CJP hosted an international conference on the future of crime and prevention in South Africa. The two-day event provided a platform for 35 speakers from various countries to present research and analysis that was applicable to South Africa's crime challenge. In addition, CJP launched 'Crime and Justice Information and Analysis Hub' at the conference. A first of its kind in South Africa, it aims to provide the most comprehensive one-stop, user-friendly, interactive source of information on crime, criminal justice and crime prevention in South Africa. The hub presents the crime statistics going back until 2003 for each of the country's 1 118 policing precincts on an interactive map-viewer.

CJP's good offices were extensively used in the run-up to the FIFA World Cup in June. CJP staff conducted 312 media interviews relating to crime and safety in South Africa. Just under one-third of the interviews were given to international media agencies. CJP also provided 12 detailed in-house briefings on crime and security to international delegations in preparation for the World Cup. Two well-attended seminars were held ahead of the tournament, with one focusing on the extent of crime and terrorism threats facing visitors and the other looking at the issue of human trafficking during the tournament. The programme's research and analysis regarding potential risks proved to be correct.



Andrew Faull, a researcher in the Crime and Justice Programme, speaks at a seminar to launch his book *Behind the Badge: The untold stories of South Africa's Police Service members* on 13 May 2010.

CJP Staff		
Gareth	NEWHAM	Programme Head
Johan	BURGER	Senior Researcher
Andrew	FAULL	Researcher
Chandré	GOULD	Senior Researcher
Millicent	MLABA	Programme Assistant
Tizina	RAMAGAGA	Junior Researcher
Alexandra	HIROPOULOS	Intern

- 12 Seminars
- 4 Workshops
- 2 Conferences
- 5 Submissions to Parliament
- 4 Editions of the *SA Crime Quarterly*
- 1 Occasional paper
- 2 Book launches

Programmes

Environmental Crime Project

The Environmental Crime Project (ECP) conducted training for 34 law enforcement officers from the eight Eastern Africa countries that are implementing the joint ISS-EAPCCO project on environmental crime. Interpol hailed the initiative as a major contribution to combating organised environmental crime. Several Eastern African countries, including Kenya, Uganda, Ethiopia and Burundi, requested partnerships with the ISS, through ECP, to train national law enforcement officers in enforcing environment crime laws. ECP country-specific situation reports on the nature and extent of environmental crime constituted a valuable source of information on the organised transnational environmental crime assessment in Eastern Africa that was prepared by Interpol as part of its International Crime Threat Assessment Report. As a result of the situation reports and other activities of the project, ECP was invited to participate as experts in Interpol's biannual Environmental Crime Working Group conference in Lyon, France, in September 2010.

Against the background of increased global competition and the scramble for natural resources, environmental protection and governance have become central elements of a conflict prevention approach that focuses on the links between peace, development and environment. As a result of engagement by the ECP on environmental crime issues, as well as its training of law enforcement officers and the judiciary, the United Nations Environmental Programme (UNEP) entered into a memorandum of understanding with the ISS to enhance environmental governance in Africa through capacity-building for law enforcement agencies, conferences, research, seminars and workshops. In addition, and as a result of ECP's engagement with UNEP, the African Monitoring of the Environment for Sustainable Development initiative (AMESD) requested the ISS to conduct training on environmental law enforcement and natural resources governance for both Francophone and Anglophone Africa. Arising from their participation in ECP steering committee meetings and other project activities, the governments of Kenya and Tanzania requested ECP to assist them to develop a joint management plan for their Tsavo West/Mkomazi ecosystem in order to combat wildlife crime. In addition, the government of Burundi asked the ECP to assist with the development of a legal and institutional framework for environmental governance and management in the country.

A seminar on 'The Historical Dispute over the Sharing of the Nile: Breaking the Deadlock and Charting a Way Forward', co-organised by the ISS and the Ethiopian International Institute for Peace and Development (EIIPD), was held in Addis Ababa in July 2010. Ministers and ambassadors from riparian countries attended to deliberate on the way forward on negotiations relating to the utilisation of the Nile waters. The seminar helped the process of negotiation on the Cooperative Framework Agreement through reviews of the dynamics of regional politics, Nile water politics, the negotiation processes, and the legal implication of the Cooperative Framework Agreement in the light of the May 14 Nile Accord.





Pastoralists in East Africa are particularly vulnerable to climate change. In 2010 ECP published a monograph titled *Climate Change and Natural Resources Conflicts in Africa* that addressed this issue. (PictureNet)

ECP Staff		
Wilson	KIPKORE	Programme Head
Rose	MWEBASA	Senior Legal Analyst
André	STANDING	Senior Researcher
Anthony	MWITURUBANI	Senior Researcher
Philip	MWANIKA	Researcher
Deborah	OSIRO	Researcher
Fidelia	IMAI	Programme Administrator

- 2 Seminars
- 5 Workshops
- 3 Conferences
- 1 Training course
- 2 Monographs
- 2 Papers
- 2 Reports



Programmes

International Crime in Africa Programme

The International Crime in Africa Programme (ICAP) remains one of the leading capacity-building and implementation support resources in the fields of international criminal justice and counter-terrorism on the continent. In 2010 ICAP received official technical assistance requests from several governments and regional organisations. Pursuant to these requests, and various memorandums of understanding with key government departments, ICAP has conducted numerous specialised training workshops at national and regional level, as well as legislative drafting sessions. It has also produced several training manuals and associated curricula, notably a counter-terrorism training manual and a programme for law enforcement officials. These are now being rolled out as the official police counter-terrorism training manual for Southern and Western Africa. ICAP has received a request for similar training support in East Africa.

ICAP also works closely with key international organisations such as the United Nations and the Commonwealth Secretariat. At the beginning of 2010 ICAP was commissioned to provide expert advisory support to the Director of the UN's Counter-Terrorism Implementation Task Force (CTITF) in New York. Through this advisory role ICAP supported the development of CTITF Office's 2010–2012 strategy, which has been tailored to enable the UN to respond more effectively to African counter-terrorism priorities and perspectives, and to engage more appropriately with civil society in the implementation of the UN Global Counter-Terrorism strategy.

Through its African Network on International Criminal Justice, ICAP worked with several CSO partners across the continent to help them prepare for the International Criminal Court (ICC) Review Conference that was held in Kampala in May/June; lobby their governments on key issues on the conference agenda; and shape actual proceedings with regard to the crime of aggression. ICAP also hosted a high-level side-event at the conference to showcase the work of African civil society in promoting international criminal justice on the continent.

ICAP also played a leading role in shaping the way in which states approached negotiations on the contentious crime of aggression, which was the main order of business at the Review Conference. A letter written and co-signed by ICAP and the presidents of the Open Society Initiative

and the International Bar Association was sent to all Foreign Ministers of states parties. This resulted in the South African Deputy Minister of Justice and Constitutional Development inviting ICAP to brief his department on the subject ahead of the conference.

ICAP has led the way, both in Africa and internationally, on the politically contested question of when and how cases before the ICC can be deferred by the UN Security Council. In two of the ICC's most high-profile cases – those involving Sudanese president Omar al-Bashir and, more recently, the 'Kenya Six' – the states concerned have called on the Security Council to defer the cases for 12 months under Article 16 of the Rome Statute.

As part of its constructive 'the ICC that Africa wants' approach, ICAP commissioned leading African experts to draft a position paper containing practical recommendations on the 'Article 16 problem'. The final position paper is widely used both on the continent and abroad.





The ICAP expert working group on Article 16 of the Rome Statute of the ICC, in Addis Ababa, Ethiopia.

ICAP Staff		
Anton	DU PLESSIS	Programme Head
Antoinette	LOUW	Senior Research Fellow
Anneli	BOTHA	Senior Researcher
Jemima	KARIRI	Senior Researcher
Martin	EWI	Senior Researcher
Monique	DE GRAAFF	Programme Administrator
Nompumelelo	SIBALUKHULU	Junior Researcher
Ottilia	MAUNGANIDZE	Legal and Research Consultant
Luyolo	NGCUKA	Intern

- 1 Book
- 2 Monographs
- 2 Fact sheets
- 1 Expert study
- 17 Briefings
- 6 Training workshops
- 3 Regional workshops
- 2 Expert roundtables
- 7 Seminars



Programmes

Mifugo Project

The Mifugo Project continued to implement the Protocol for the Prevention, Combating and Eradication of Cattle Rustling in the Eastern Africa region (comprising Ethiopia, Kenya, Sudan, Tanzania and Uganda). At the request of member countries the project developed a tailor-made regional training manual targeting stakeholders charged with addressing the problem of cattle rustling. Key stakeholders included representatives of law enforcement, judiciary and veterinary agencies. This represented a significant achievement, as the demand-driven training manual is the first of its kind, in specifically addressing the problem of cattle rustling. The manual was subsequently adopted by member states as a training instrument for officers addressing cattle rustling in the region.

Through research projects Mifugo, in collaboration with the Regional Centre on Small Arms (RECSA), conducted several studies with key findings contributing towards the development of guidelines on practical disarmament in the Great Lakes region, the Horn of Africa, and bordering states. The guidelines will facilitate disarmament interventions envisioned in the protocol on prevention, combating and eradication of cattle rustling in Eastern Africa.

Working from Nairobi, the Mifugo Project initiated a co-ordinated approach in the implementation of the Livestock Identification and Traceability System (LITS) in Eastern Africa by profiling practices at the national level that could inform regional approaches. The problem of cattle rustling has a huge effect on regional security and stability, and a harmonised approach at regional level will help combat transnational organised crime, as criminals will be discouraged from moving stolen livestock from one country to another.

A regional task force on LITS consisting of experts from veterinary departments and line ministries was established to serve as an advisory body on livestock identification to member states. Member states revised and updated their existing – albeit dormant – legislation on livestock branding (Kenya and Uganda); developed and enacted new legislation (Tanzania); and initiated livestock identification processes (Ethiopia).

In collaboration with the International Conference on the Great Lakes Region (ICGLR), the Mifugo Project contributed towards the reduction of small arms through informing decision-making processes on the most effective and efficient approaches for disarmament and the reduction of small arms and light weapons in the Eastern Africa region. This was achieved by conducting research studies on the disarmament of armed pastoralist communities in the Karamoja Cluster. The research done in Kenya and Uganda was representative of similar environments in the pastoralist areas of Ethiopia and (Southern) Sudan. Components that were investigated included past disarmament experiences in the region; complementary livelihood strategies for pastoralist communities in the region; and approaches to integrated disarmament and development programmes.





Pastoralists from Kenya meet with officials regarding the security issues they face. Mifugo conducted a great deal of research on the disarmament of pastoralist communities in 2010. (Anthony Morland/IRIN)

Mifugo Project Staff		
Augusta	MUCHAI	Programme Head
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John	KIMANI	Senior Researcher
Abeba	AMENE	Community Liaison Officer
Tsegaye	BAFFA	Senior Training Coordinator
Jacinta	JUMA	Programme Administrator

- 4 Workshops
- 4 Learning missions
- 3 Documentaries/commemorations/ launches
- 2 Publications
- 7 Workshop papers



Programmes

Organised Crime and Money Laundering Programme

At a consultative workshop held in April 2008, the Organised Crime and Money Laundering Programme (OCML) suggested a new working definition of the concept of organised crime that was subsequently incorporated into field research, programme briefings and workshops relating to organised crime. In 2010 the Southern African Regional Police Chiefs Cooperation Organisation (SAPRCCO) accepted the definition as a basis for collaborative cross-border policing. This is expected to lead to standardisation in crime documentation across the region, which should in turn improve the quality of input used in evaluating the regional organised crime threat and responses thereto.

OCML also provided research-based training on identification of indicators of certain forms of transnational organised crime and money laundering for law enforcement agencies in Botswana and Namibia. It shared and discussed research findings and observations at workshops convened in Lesotho, South Africa, Namibia, Mozambique and Tanzania. Researchers provided training on regional drug trafficking trends and control mechanisms to senior intelligence officers in Namibia. This fed into a new policy framework on drug control in Namibia. Furthermore, researchers briefed South Africa's Directorate of Priority Crimes Investigation (DPCI) on the current organised crime trends in South Africa. This has been followed up by several engagements between the ISS and the DPCI. OCML has given input on the failures and successes of the First National Drug Master Plan in South Africa and remedial strategies. Researchers advised a ministerial forum convened by the African Union on combating drug trafficking.

At a conference held in Maputo in September 2010, the Programme Head briefed the Africa Prosecutors Association (APA) on the strategic value of criminalising and prosecuting racketeering in combating new forms of organised criminality such as cybercrime. During 2010, seminars were also held to consider the practical implications of Kenya's new regulatory regime against money laundering and on the impact of money laundering in Mozambique.

OCML launched the First Annual Organised Crime Review. The review presents an overview of key organised crime markets in southern Africa. Through its work, the programme underscored the value of evidence-based research for policy-making and operational interventions.

In August 2010, OCML supported a two-day workshop, held in Harare, on the growing trade in counterfeit commodities in Southern Africa. Participants were drawn from law enforcement institutions (police and customs), regulatory agencies, and key industries. OCML contributed research and analytical input to the workshop.





An OCML workshop on counterfeit commodity trafficking in Nairobi.

OCML Staff		
Charles	GOREDEMA	Programme Head
Annette	HÜBSCHLE	Senior Researcher
Nobuntu	MTWA	Programme Administrator
Thobani	MATHEZA	Researcher
Erin	TORKELSON	Researcher
Bongeka	MDANISO	Programme Assistant

- 1 Survey
- 2 Seminars
- 2 Seminar reports
- 8 Training workshops
- 9 Workshops (no training)
- 1 Workshop report



Programmes

Peace Missions Programme

Throughout the year the Training for Peace Programme (TFP) of the Peace Missions Programme (PMP) contributed towards the training of UN police officers (through the UN Police Officers Course, UNPOC) to prepare them for deployment via UN missions and AU missions. A SARPPCO (Southern African Regional Police Chief Council Organisation) UNPOC Trainers Course was presented in Botswana in March, followed by an EAPCCO (Eastern Africa Police Chiefs Cooperation Organisation) UNPOC Trainers Course in Kenya in June and July. Police officers from SADC and EAPCCO were subsequently deployed to the AU Mission in Somalia (AMISOM) and the UN Stabilisation Mission in the Democratic Republic of Congo (MONUSCO). The Trainers Course was used by EASBRICOM (the East African Standby Brigade Coordination Mechanism) to train all police officers to be deployed to AMISOM and the United Nations-African Union Mission in Darfur (UNAMID), in cooperation with the Norwegian Police.

In addition, the programme participated in the AU's African Standby Force (ASF) exercise, the Amani Africa Exercise, which took place towards the end of 2010. PMP was involved in the full planning cycle towards executing the final exercise. PMP's contribution involved expert knowledge on operational planning, exercise scenario-building, and capacity-building regarding peacekeeping and the African Peace and Security Architecture.

The second phase of the ambitious AU agenda for the establishment of the ASF was concluded with the Amani Africa Command Post Exercise (CPX).

The Amani Africa Cycle was not a single exercise, but consisted of a series of exercises conducted over the last two years. The primary objectives for the cycle were: to test and evaluate the capacities and procedures for the engagement of the ASF in multidimensional peace support operations; to practise the establishment of a mission headquarters for an ASF deployment, including the production of an integrated mission plan; and to increase awareness of the ASF capabilities, procedures and requirements among the senior leadership of the AU Commission and among member states. Overall, the objective was to evaluate the approved doctrine, standard operating procedures, communications, and mission planning and execution. PMP participated as experts on the ASF in all of these exercises, with some PMP staff serving as

facilitators in some of the earlier exercises and as mentors for the Mission HQ staff during the CPX.

Gender mainstreaming in East Africa was given a boost in October when PMP/TFP successfully lobbied the Eastern Africa Police Chiefs Cooperation Organisation (EAPCCO) for the creation of a Gender Subcommittee in EAPCCO. The subcommittee was created in light of the fact that there is limited female representation at the highest decision-making levels within EAPCCO, with a stark gender imbalance at national decision-making level. In the run-up to this decision, PMP facilitated two meetings to muster support for the Gender Subcommittee and to establish a roadmap for gender integration and mainstreaming within EAPCCO, which PMP will help operationalise.

* Henri (Bossie) Boshoff, head of the Peace Missions Programme at the ISS, died on 25 April 2011 in a fatal car accident. A renowned expert on security issues in Africa, he will be greatly missed. He is survived by his wife Leonie and son Jean.



Henri Boshoff (right), the head of PMP, and Genl Patrick Cammeart at the IAPTC conference in Dhaka, Bangladesh.

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Henri	BOSHOFF	Programme Head
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Xavier	EJOYI	Researcher
Anton	KRUGER	Intern
Melanie	ROBERTS	Intern
Irene	NDUNG'U	Consultant

- 1 Monograph
- 2 Papers
- 2 Conference reports
- 2 Policy briefs
- 18 Seminars
- 10 Training courses

Programmes

Security Sector Governance Programme

In March, the Security Sector Governance Programme (SSG) hosted a regional workshop entitled 'The State of the Region: Security Sector Governance in Southern Africa'. The workshop brought together government and civil society representatives from across the region to review the state of the sector and to reflect on a series of case studies on countries in the region developed by SSG and partner organisations.

In June, SSG was commissioned to design and implement a seven-day training programme for the senior generals of the South Sudan Police Service (SSPS) in Pretoria. The South African Police Service also supported the initiative. By the end of the process the SSPS had established a plan for the development of the SSPS strategic plan and identified a range of policy gaps that needed to be addressed.

SSG also contributed a chapter on conflict resolution and peacebuilding to the Southern African Gender Alliance's SADC Gender Protocol 2010 Barometer. This was the start of a partnership with the Gender Alliance, and the ISS now co-ordinates the Gender Alliance's Gender, Peace and Security Cluster, which is tasked with monitoring and supporting the implementation of Article 28 of the SADC Gender and Development Protocol.

In November, SSG and the Gender Alliance jointly hosted a workshop on 'Gender, Peace and Security in Southern Africa' at which the Gender, Peace and Security Cluster of the Alliance was launched. This cluster will, among other activities, establish sub-clusters in each of the 15 SADC countries; monitor and report on the progress of creating gender equality in their respective security sectors; initiate dialogue between women's organisations and representatives of the security sector in order to determine the challenges that women face in these institutions; and develop action plans for the creation of gender representative and gender responsive security provision. In addition, the ISS will provide training to women's organisations so that they can develop the security fluency needed to exercise effective oversight of this sector.

In October, SSG collaborated with the Freedom of Expression Institute, the Open Society Justice Initiative (OSJI) New York, and the Open Society Foundation for South Africa (OSF-SA) to host a conference on 'National Security and Access to Information'. At the same time South Africa was embroiled in a debate on the Protection of Information Bill, which seeks to regulate the classification and declassification of information. The Bill has been the subject of intense public debate, especially in terms of its potential infringement upon media freedom and the constitutional right to information. The conference was attended by representatives of civil society organisations, academics and current and former practitioners from the state security sector, as well as specialists from the United States, India, Kenya and Ethiopia.

www.acoc-africa.org



The fourth African Conference of Commandants conference, held in Uganda in November 2010.

SSG Staff		
Sabelo	GUMEDZE	Senior Researcher
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Nanzelelo	MHLANGA	Intern
Siphokazi	MAGADLA	Intern
Emmanuel	NIBISHAKA	Intern

- 1 Paper
- 1 Monograph
- 2 Conference reports
- 2 Workshop reports
- 3 Conferences
- 5 Seminars
- 2 Workshops
- 1 Documentary launch



Programmes

Peace and Security Council Report Programme

By providing critical analysis on various issues on the agenda of the AU's Peace and Security Council (PSC), the Addis Ababa-based Peace and Security Council Report Programme (PRP) has established itself as an independent and respected source of quality information and analysis. Its monthly report is an important source of information for policymakers, who regularly comment on its contents.

Many of the ambassadors (former chairs of the PSC) who attended the Ambassadors and Partners Forum in the ISS Addis Ababa Office expressed appreciation for the work of the programme in setting the agenda and informing discussions within the AU PSC.

The monthly Peace and Security Council Report serves as a useful tool to keep salient issues on the agenda of the Council and to point to matters of emerging interest. For instance, the UN Secretary-General's Special Representative to Somalia expressed appreciation for the article on AMISOM that appeared in the May 2010 PSC Report. In attracting the attention of the media and academic community, the report is able to trigger further debate and analysis on critical issues.



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PRP Staff		
Duke	KENT-BROWN	Programme Head (July-December 2010)
Tim	MURITHI	Programme Head (January-May 2010)
Solomon	AYELE DERSSO	Senior Researcher
Hallelujah	LULIE	Junior Researcher
Alemayhu	BEHABTU	Researcher
Shuvai	BUSUMAN	Intern
Eden	YOHANNES YOSEPH	Intern

- 12 PSC reports
- 1 Expert roundtable (with ACP-Addis)
- 30 Briefings
- 2 Papers



Gender, Peace and Security

In 2010 the ISS greatly expanded its work in the area of gender, peace and security. It is now regularly called upon for implementation support in this area.

We continued working in partnership with the Club of Madrid and Isis-WICCE on the Women's Leadership for Peace and Security in the Greater Horn of Africa Project.

In 2010 four high-level missions took place:

- Nairobi, Kenya (23–26 February): Electoral Processes in the Horn: Constitution Building and Security Planning in Somalia
- Nairobi, Kenya (26–27 May): Bottom Up Violence Prevention Strategies Ahead of Sudan's Referendum
- Kampala, Uganda (28–30 September): Strengthening Relationships Between the G40 and Senior Decision-Makers
- Addis Ababa, Ethiopia (19–21 October): Strengthening Relationships Between the G40 and Senior Decision-Makers



Women's Leadership for Peace and Security in the Greater Horn of Africa high-level mission in Nairobi

The outcomes to date of this project have been:

- Raising the level of attention on and political commitment to expanding the role of women in peace and security
- Connecting women with top-level leaders and officials (UN, AU, IGAD, national governments and donors)
- Capacity development, confidence building and empowerment of the Group of 40 (G40) women leaders

- Enhanced G40 understanding of the African Union's Peace and Security Architecture and country-specific peace and security dynamics and challenges
- Strengthening a regional network of women in the Horn of Africa as well as a regional approach to peace and security by women civil society organisations (CSOs)
- Creating more women's voices for peace and opening spaces for their participation in peace and security decision-making

As part of our objective to gather base-line data on women in the security sector, which was needed to monitor and evaluate the implementation of UN Security Council Resolution 1325, we were invited to write a chapter for the SADC Gender Protocol Barometer 2010 on women in the security sector in Southern Africa. This sparked such interest that the Gender Alliance decided to form a Gender, Peace and Security cluster. The ISS acts as co-ordinator of this cluster for the Alliance.

In November 2010 a joint workshop was held to bring together women from civil society organisations and women in the security sector in SADC. Many women from CSOs noted that it was the first time they had attended such a forum and how useful it had been for breaking down stereotypes that had prevented their working together to achieve gender equality. At this meeting it was decided to form national working groups on gender, peace and security in all SADC countries.

In February 2010, the Security Sector Governance Programme and Peace Missions Programme jointly hosted a public seminar on the African Women's Decade. Mrs Zanele Mbeki attended the seminar.

A documentary, 'If extraordinary had a face: women in the security sector in South Africa', was produced which captures the progress of women in the security sector in South Africa through the achievements, challenges and life journeys of three women: Major General Memela-Motumi, the Hon Thandi Modise, and Dr Mala Singh.

Cheryl Hendricks and Lauren Hutton also presented a one-day training exercise on Gender and Defence Reform to SANDF infantry instructors in Oudtshoorn as part of the SANDF's gender mainstreaming strategy.

As part of the vision and mission of the ISS, the Training



South African peacekeepers in the African Union/United Nations Hybrid Operation in Darfur (UNAMID), September 2010 (UN Photo Gallery)

for Peace (TfP) Programme within the Peace Missions Programme conducts gender training for the Southern Africa Regional Police Chiefs Cooperation Organisation (SARPCCO) and Eastern Africa Regional Police Chiefs Cooperation Organisation (EAPCCO) as a key strategy in mainstreaming gender perspectives into UN peacekeeping operations.

In 2010, two training sessions on peacekeeping, with gender as a component, were conducted in Botswana and Swaziland for over 24 police personnel drawn from SARPCCO member countries. An additional 15 police personnel from EAPCCO were trained on peacekeeping with a component on gender in Khartoum, Sudan in August.

Sandra Oder of the ISS/TfP also supported SARPCCO with peacebuilding courses on Policing Violence Against Women and Children (VAWC) and HIV/AIDS, targeting law enforcement officers who work in the relevant units in the national police organisations, or in the training units of their police forces.

The ISS/TfP facilitated and participated in an EAPCCO gender steering working group meeting that was held at

the Interpol regional bureau office in Nairobi on 19 and 20 April 2010. The objective of the meeting was to forge a roadmap to facilitate gender integration and mainstreaming within EAPCCO. Delegates from all EAPCCO member countries except Eritrea and Somalia attended the meeting.

Cheryl Hendricks was invited to make presentations on Gender, Peace and Security in Africa (Nordic Africa Institute, Sweden), Women in Decision-making (Peace Research Institute Oslo, Norway) and Gender and Security Sector Reform (Nordic Africa Institute and Sweden National Defence College). She also wrote a chapter for the United Nations Economic Commission for Africa (UNECA) on Women and Peace-keeping in South Africa. These interventions are having a positive influence on perceptions of women's role in the security sector in Africa.

Head Office 2010

Head Office Review

The purpose of the ISS Head Office is to provide strategic direction, quality control, management support, and office coordination. In particular it provides overall guidance in strategic management, organisational development, financial management, human resources management, information technology and knowledge management, monitoring and evaluation, publications coordination, as well as some marketing.

Head Office carries the responsibility of ensuring that the organisation remains grounded in its core and shared values and that existing structures, strategies, systems, styles, staff and skills are in support of this.

In terms of strategic direction, in 2010 Head Office continued to take the lead in the implementation of the 2008–2011 ISS strategic plan implementation process and the beginning of the planning process for the 2012–2015 strategic plan. It also continued to ensure that appropriate governance and reporting structures operated effectively.

Financial management

In terms of quality control, Head Office placed great emphasis on systems and process reviews and consequently implemented an integrated SAGE-ACCPAC accounting system for the entire group.

During 2010 the Finance Department embarked on a project to standardise accounting systems across the organisation. The Nairobi and Cape Town offices, which had been using Pastel to capture their financial data, switched to ACCPAC to bring them in line with the other offices.

The Pretoria/Head Office, Nairobi, and Cape Town offices are now working off a terminal server based in Pretoria, which means that most financial data is immediately available for the production of reports. The harmonisation of systems will contribute significantly to the timely production of organisation-wide financial statements.

Human Resources Management

At the end of 2010, the ISS had a total of 130 employees of which 61 were male and 69 female. During the reporting period, the Human Resources Department faced significant challenges in terms of recruiting and retaining quality staff. There has been a high turnover of staff across the offices of the Institute. Drawing on exit interviews and other assessments the Human Resources Department has been exploring possible avenues to make the Institute more attractive for staff and to increase staff retention. These include employee benefits (medical and pension schemes), clearer career paths, and the review of the recruitment strategy.

Management co-ordination (strategic stakeholders)

In terms of management support and coordination, the Institute held a number strategic meetings and events, including senior management training; an annual staff indaba; an annual senior strategic retreat; an annual gender workshop; annual human resources and finance workshops; four management committee meetings; four trustee meetings; and one Advisory Council meeting. The Advisory Council provided much-needed guidance on several of the Institute's initiatives for 2010.

Of particular note, during 2010 Head Office organised two partnership forums (previously referred to as donor meetings). These forums were aimed not only at augmenting the Institute's stakeholder relations, but also at inculcating the core values of corporate governance (transparency and accountability) in the workings of the Institute. They provided core donors and relevant stakeholders with an opportunity to participate in important discussions and to be furnished with sufficient and timely information concerning key decisions around fundamental corporate changes such as the establishment of new offices and programmes. The forums were also used to brief stakeholders about new developments, important planned initiatives, and progress of the implementation of some of the priority issues highlighted in the ISS Strategic Plan 2008–2011.

Membership of the ISS partnership forum includes the following countries and organisations: Sweden, Norway, Finland, Denmark, the Netherlands, Germany, the Open Society Foundation for South Africa, and the ISS Trustees.

During the 2010 forums, the partners were briefed on the following:

- The Institute's research work
- Improvements and successes (for example the establishment of a head office as a separate cost centre)
- New initiatives/projects/undertakings (the Dakar Office, *the african.org* and the PSC Report)
- Long-term strategic priorities (such as the opening of a liaison office in New York)
- Institution-wide rollout and implementation of monitoring and evaluation
- Gender mainstreaming at the Institute
- The Institute's finance report and audit

The partnership forums have been helpful in providing guidance on key strategic issues and on the way the affairs of the Institute are administered. They have also proved useful in improving institutional management practices and enhancing donor confidence. Specifically, they have helped the Institute's management to direct and control the workings of the Institute with objectivity, accountability and integrity.

The partnership forums have not only contributed to the good stakeholder relations that the Institute is currently enjoying, but have also facilitated the economic efficiency and growth of the Institute. The reason is that the partnership forum comprises partners who provide core donations (unrestricted funding) to the Institute, which in essence means that the apportioning of funds is left to the discretion of ISS management.

Owing to their role in entrenching good oversight measures and in ensuring that the Institute is managed in accordance with the principles of responsibility and transparency, the ISS partnership forum meetings will continue to have an important place in the Institute's evolving stakeholder relations framework. The Institute is most appreciative of the role of the partnership forums.

Head Office staff		
Mandy	BADENHORST	Web Coordinator
Deane-Peter	BAKER	ASR Editor
Epaminondas	BELLOS	M&E Manager
Dewald	BOTHA	IT Consultant
Jakkie	CILLIERS	Executive Director
Hameline	CHIMUKA	Finance Manager
Paul-Simon	HANDY	Director Research
Liesl	LOUW	Associate Editor
Sarah	MALEFO	Personal Assistant
Carlo	MAUCIONE	IT Consultant
Doris	MURIMI	Deputy Director
Catherine	MAIDI	Administrative Assistant
Thembani	MBADLANYANA	Junior Researcher
John	MUCHENJE	Director Management
Elizabeth	MUKHAVHULI	Payroll Administrator
Zelna	MARE	Human Resources Manager
Khehla	NTULI	Publications Assistant
Richard	PERRY	Knowledge Manager
Iolandi	POOL	Publications Coordinator
Isaac	SIHADI	Human Resources Officer
Keto	SEGWAI	Managing Editor
Tsakani	SHIPALANA	Assistant Publications Coord.
Reynier	VAN ROOYEN	IT Consultant



Human Resources

BACKGROUND

The work of Human Resources Management is guided by its mission and the strategic goals identified in the Institute's Strategic Plan. At the ISS there is a full-function, integrated Human Resources service. In addition to traditional appointment and payroll operations and employee relations, Human Resources also include the organisational and staff development services, equity and diversity and policy and workforce planning functions.

Review for 2010 by Office



Head Office

HEAD OFFICE

Priorities and activities during 2010 concerned the following: recruitment; the strategic direction; human resources planning; job classification; staff development and learning; performance management; providing a supportive work environment; improving delivery of human resources; promoting ethical conduct, and furthering the dialogue between staff and management on the development of human resources policies and initiatives.

In order for the ISS to maintain a competitive edge, the HR department was commissioned to undertake a salary benchmarking exercise to ensure the alignment of the ISS salary scales.

Initiatives such as planning the implementation of a medical and pension fund scheme for all ISS staff and the reinstatement of the Substance and Travel allowance on the VIP system took place in 2010.

PRETORIA OFFICE

During 2010 the Human Resources department faced significant challenges in terms of recruiting and retaining quality staff. There had been a high turnover of staff across the offices of the Institute, specifically in the Pretoria and Addis Ababa offices among the programme and administration staff.



Pretoria Office

Category	2010
Total number of staff at the end of Dec	130
Percentage turnover	24%
Programme staff	19
Admin staff	12
TOTAL	31

Pretoria administration staff		
Cathy	EGAN	Programme Accountant
Cheryl	FRANK	Office Director
Laura	HARROD	Financial Accountant
Leila	HARRINGTON	Assistant Accountant
Job	HLONGWA	Personal Assistant
Jacqui	NKOSANA	Debtors Clerk
Dolence	MATABANE	Receptionist
Tumisang	SIBUYI	Driver
Ntazana	SINJELA	Creditors Clerk



CAPE TOWN OFFICE

The Cape Town office recruited eight new employees in 2010. Of these five were new positions.

Left: Cape Town Office

Cape Town administration staff

Glenda	JONOTHAN	Cleaner/Filing Clerk
Nomawethu	LEBATA	Office Coordinator
Bonita	LOUIS	Receptionist
Zurina	MARSHALL	Financial Accountant
John	MCKINNON	Assistant Accountant
Nolitha	NJOKWENI	Admin Assistant
Hopolang	SELEBALO	Junior Researcher
Hennie	VAN VUUREN	Office Director



NAIROBI OFFICE

Sadly we faced a retrenchment in the last quarter in the Nairobi office where 7 staff members lost their jobs. A highlight in the Nairobi office is the mentoring of interns for the various programmes and departments within the office. Staff members undertook training within and outside the Institute according to individual training needs assessment. The inception of the ACPP programme in Nairobi with the recruitment of programme staff and proper staff induction was fully done.

Left: Nairobi Office

Nairobi administration staff

Kenneth	MPYISI	Office Director
Erasmus	TWARUHUKWA	Senior Legal Advisor
Kiio	KAVILA	Financial Accountant
Jane	MUTISYA	HR & Admin Coordinator
Steve	MURITHI	Accounts Clerk
Ezekiel	OLANDE	IT Technician
Francis	KAIGA	Driver
Noel	SIKASA	Programme Administrator
George	SHITANDI	Admin Assistant
Bernard	ONYANGO	Driver
Ernest	KOECH	Driver
Samira	YUSUF	Receptionist

DAKAR OFFICE

In October 2010 the ISS opened an office in Dakar, Senegal, and appointed an Office Director to head it.

Dakar administration staff

Deogratias	BARAKAMFITIYE	Office Director
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Above: Dakar Office



ADDIS ABABA OFFICE

Training was one of the focus areas in the Addis Ababa office in 2010. VIP and ACCPAC training was organised for the Financial Accountant and Assistant Accountant.

Left: Addis Ababa Office

Addis Ababa administration staff		
Olusegun	AKINSANYA	Office Director
Seyoum	WUBSHET	Accountant
Tesfaye	TADESSE	Assistant Accountant
Yemmissrach	TADESSE	HR&Admin Coordinator
Sanatek	HAILE	Programme Assistant
Sahlu	MENTESNOT	Driver
Mariamatt	WOLE	Receptionist

SUMMARY

At the end of 2010 the ISS had a total of 130 employees, of which 61 were men and 69 women.

Category	Total	Head Office	Pretoria	Cape Town	Addis Ababa	Nairobi	Dakar
Male	61	6	21	7	10	16	1
Female	69	8	25	14	6	16	0
Total	130	14	46	21	16	32	1
% Female	53%	57%	54%	66%	37%	50%	0%

The Institute had the following number of interns on 31 December 2010:

Category	Total	Head Office	Pretoria
Male	11	1	5
Female	9	0	5
Total	20	1	10
% Female	45%	0%	50%

Category	Cape Town	Addis Ababa	Nairobi
Male	2	1	2
Female	0	1	3
Total	2	2	5
% Female	0%	50%	60%



ISS staff enthusiastically supported the FIFA World Cup 2010

CONCLUSION

Drawing on exit interviews and other assessments the HR department has been exploring possible avenues to make the ISS more attractive for staff, and to increase staff retention. These include employee benefits (medical and pension schemes), clearer career paths, a review of the recruitment strategy and reinstating the Subsistence and Travel Allowance on the VIP system.

With the successful appointment of directors of Research and Management at Head Office in October 2010, the Institute has established a new Executive Committee structure that is better able to manage the challenges faced by a changing organisation.

Considerable progress has been achieved in consolidating reform of human resources management within the Institution. These efforts will continue into 2011, and will include using the human resources function as a strategic tool for driving organisational change and creating the necessary institutional results-based culture. The strategies, priorities, initiatives, policies and related programmes concerned in this work are all based on the fundamental values of honesty, integrity, accountability, equity, empathy, gender sensitivity, transparency, objectivity and independence. This will continue to be the practice in 2011 and beyond.

Information Technology

Information Technology's achievements in 2010 once again revolved around providing information and communication technology (ICT) systems support across the Institute.

The single biggest challenge was replacing the Softline Pastel accounting system in the ISS Nairobi and Cape Town offices with Accpac. This will enable the finance department at Head Office to access live Accpac data across the Institute.

An APN system was implemented to enable Pretoria and Head Office staff to use 3G mobile Internet when away from the office in order to cut costs and to monitor and control the usage of cell phone data.

The backup system space has been enlarged once again to meet increasing demand.

As a result of the Cape Town office's move to new premises, the ICT infrastructure was completely upgraded, including the installation of gigabit switches for the new Apple Xserve, as well as a new PABX system. Network and telephone cabling was done in accordance with the latest standards and identification methods.

Troubleshooting issues were addressed in semi-annual review visits by the IT manager to the various offices. The appointment of permanent IT staff at the ISS Addis Ababa office will improve user satisfaction as well as the inter-office application of our IT policy.

The IT function continues to be a critical aspect of the Institute's development and requires sustained investment in terms of both equipment and human resources.

Knowledge Management

In January 2010 the ISS appointed a new Knowledge Manager and began a consultation process for the development and design of an integrated system to facilitate the transfer of knowledge both internally and externally. This included the conversion of all ISS products to PDF files with accompanying synopses.

The net result has been that the electronic dissemination of outputs is aligned with online industry standards, making these outputs more accessible throughout Africa and the world.

This required a new-look and upgraded website. Accessibility was also increased by the implementation of RSS (Real Simple Syndication) feeds (RSS content includes ISS Today, New on ISS Africa, and New Multimedia), improved subscription-based electronic communication (e-alerts), online opinion polling, basic social media integration, and podcasting.

After substantial consultation, the new-look-and-feel ISS website was launched on 1 September 2010 and now serves as a portal with numerous access pathways to the content. These include map-based country and region-content searching, and classification of materials according to specific topics and areas of engagement. All ISS web content is dated in order to allow for the most relevant information to be displayed first, with older material archived in the order of date published to facilitate ease of use.

As part of the redesign of the website, the ISS weekly newsletter e-alert was changed to true newsletter format. Staff now contribute editorial content on a rotational basis by highlighting forthcoming ISS outputs and commenting on current events and important developments in Africa.

Expansion of the ISS external database from some 9 000 electronic subscribers to over 12 000 necessitated continued KM staff training at all ISS offices. This resulted in a deeper understanding of the systems and tools available to staff for both internal and external communication.

The training and development of ISS staff allowed for the decentralisation of the individual database management and the allocation of responsibilities to the various offices, specifically for the management of each office's communications database.

Dedicated contact databases for all the offices and programmes allow office-focused information and communication to be directed at the relevant target groups.

The growth of ISS website usage can be mainly attributed to the new website layout and ease of access to information. An average

Publications

month on month web usage growth rate of 30 per cent has been recorded for 2010.

The Knowledge Management office also embarked on the integration of the ISS Intranet into the ISS website. This allows ISS staff direct access to the ISS website and enables them to publish their output through a seamless workflow process.

The workflow process has been conceptualised to allocate roles and responsibilities through line management and internal peer-review to ensure that the quality of ISS web-based content is improved and classification of material is accurate.

The ISS Publications Department provides a complete publication service to assist offices, programmes and projects to adhere to donor requirements for research outputs. The objective is to produce publications of an exceptional standard, with the primary publications being:

- *African Security Review*
- *South African Crime Quarterly*
- Monograph series
- Paper series
- Situation reports
- Policy briefs
- Books

In addition to these publications, seminar and conference reports are also published, as well as electronic newsletters.

The importance of the Institute's research is underscored by the regular inclusion of ISS publications in international universities' textbooks.

ISS research was also highlighted with the Institute's presence at the Cape Town Book Fair, where its publications attracted a great deal of attention from the 33 488 people attending the Book Fair.

African Security Review



ASR 19.1, March 2010

The *African Security Review* is the flagship review journal of the ISS. It is an accredited, peer-reviewed multidisciplinary journal that publishes essays, features and commentaries on a wide range of human security issues, including security sector transformation, crime, justice and corruption, small arms control, maritime security, peace support initiatives and conflict management, as well as the interplay between economics, politics, society and culture and human security and stability. As the title indicates, the focus is on Africa within an international, regional and national context. The journal appears every quarter.

- Volume 19 No 4: Africa and International Criminal Justice
- Volume 19 No 3: Borders, Barriers and Boundaries
- Volume 19 No 2: African Security since 1990
- Volume 19 No 1: The Horn of Africa

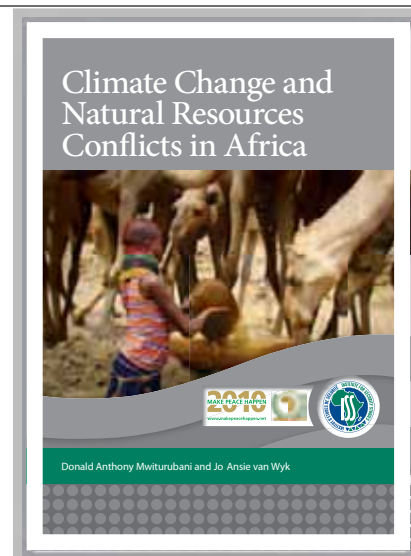
South African Crime Quarterly



SA Crime Quarterly no 33, Sept 2010

The *South African Crime Quarterly* provides concise analyses of developments and trends in crime and crime prevention strategies; up-to-date reports on research into crime and justice-related matters; and commentary on the state's response through policy development. The journal appears four times a year.

Monographs



Monograph 170

The ISS monograph series covers a wide range of topics and provides the latest analyses on various issues, including peace and security, environmental matters, governance and terrorism.

- No 168: *Sustaining good governance in water and sanitation in Uganda*, by Rose Mwebaza
- No 169: *Player and referee: conflicting interests and the 2010 FIFA World Cup*, edited by Collette Schulz-Herzenberg
- No 170: *Climate change and natural resources conflicts in Africa*, edited by Donald Anthony Mwiturubani and Jo-Ansie van Wyk
- No 171: *The Burundi peace process: from civil war to conditional peace*, by Henri Boshoff, Waldemar Vrey and George Rautenbach
- No 172: *The International Criminal Court that Africa wants*, by Max du Plessis
- No 173: *Understanding Africa's contemporary conflicts: origins, challenges and peacebuilding*, edited by Annie Chikwanha and Richard Bowd
- No 174: *The security sector in Southern Africa*, edited by Cheryl Hendricks and Takawira Musavengana

Papers



Paper 209

The ISS occasional paper series provides a forum for research in progress, containing policy information that is of a more immediate nature than that published in the *African Security Review*. The papers appear on an ad hoc basis.

- Paper 209: *The role and place of the African Standby Force within the African Peace and Security Architecture*, by Solomon A Dersso
- Paper 210: *Nuclear energy rethink? The rise and demise of South Africa's Pebble Bed Modular Reactor*, by David Fig
- Paper 211: *'Keep calm and carry on': an initial African assessment of the Treaty on the Non-Proliferation of Nuclear Weapons*, by Foy Kum Hubert, Amelia Broodryk and Noel Stott
- Paper 212: *The Chair of the African Union: what prospect for institutionalisation?*, by Delphine Lecoutre
- Paper 213: *Towards an understanding of repeat violent offending: a review of the literature*, by Lukas Muntingh and Chandré Gould
- Paper 214: *Exploring alternative approaches for managing electoral injustice in Africa*, by Kunle Ajayi
- Paper 215: *Eco-cop: environmental policing in Eastern Africa*, by Phillip Arthur Njuguna Mwanika
- Paper 216: *Natural resources conflict management processes*

and strategies in Africa, by Phillip Arthur Njuguna Mwanika

- Paper 217: *Reintegration in Mozambique: an unresolved affair*, by Nelson Alusala and Dominique Dye
- Paper 218: *Somalia dilemmas: changing security dynamics, but limited policy choices*, by Solomon A Dersso
- Paper 219: *Fusing privatisation of security with peace and security initiatives*, by Margaret Gichanga
- Paper 220: *The impact of climate change in Africa*, by Debay Tadesse
- Paper 221: *Bottlenecks to deployment! Police capacity building and deployment in Africa*, by Festus B Aboagye, Xavier Ejoyi and Andrews Atta-Asamoah

Situation reports



Situation Report of 8 December

ISS situation reports are issued on an ad hoc basis and provide a timely reaction to the events of the day.

- 4 May: *Jonglei 2010: another round of disarmament*, by John Young
- 4 June: *Zimbabwe: are targeted sanctions smart enough? On the efficacy of international restrictive measures*, by Judy Smith-Höhn
- 26 July: *Abyei natural resources conflicts*, by Muna A Abdalla
- 5 October: *Liberia: the 2011 elections and building peace in*

the fragile state, by Lansana Gberie

- 14 October: *Burundi: overview of the 2010 elections and observations on the way forward*, by Jamila El Abdellaoui
- 18 October: *Une évaluation critique des défis de la sécurité en Afrique de l'Ouest*, by Issaka K Souaré
- 18 October: *A critical assessment of security challenges in West Africa*, by Issaka K Souaré
- 8 November: *Sierra Leone: business more than usual*, by Lansana Gberie
- 23 November: *Completing the demobilisation, disarmament and reintegration process of armed groups in the Democratic Republic of Congo and the link to the security sector reform of FARDC. Mission difficult!*, by Henri Boshoff
- 8 December: *South Africa's second term at the UN Security Council: managing expectations*, by Jakkie Cilliers, Francis Ikome, Anton du Plessis, Noel Stott, Guy Lamb and Cheryl Hendricks

Policy briefs



Policy Brief no. 21

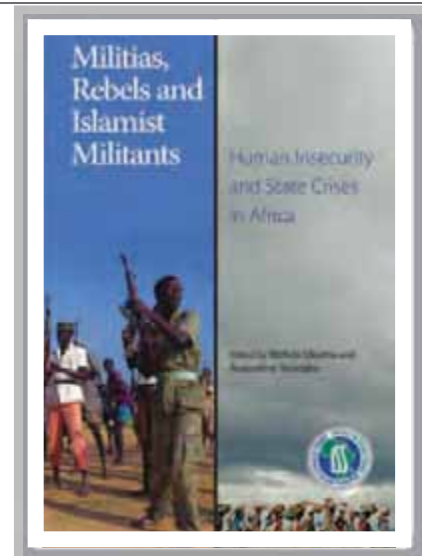
ISS policy briefs provide policymakers with concise and informed analyses, as well as useful and practical recommendations.

- No 19: *Burundi: elections without competition and no peace*

without participation: where might it go from here?

- No 20: *Somalia: the intervention dilemma*
- No 21: *Zimbabwe: from global (dis)agreement to free and fair elections? Considering scenarios for Zimbabwe*
- No 22: *Guinea: the main challenges of the new president*
- No 23: *Guinée: Les défis du nouveau président élu*

Books



ISS books provide in-depth studies of regional issues.

- *The justice sector afterthought: witness protection in Africa*, by Chris Mahony
- *Militias, rebels and Islamist militants: human insecurity and state crises in Africa*, edited by Wafula Okumu and Augustine Ikelegbe



The African.org 7

In the period June-December 2010, the bi-monthly *The African.org* significantly improved its reach and scope by increasing its circulation from 10 000 copies to 22 000 copies per issue.

Of these, 14 000 are inserted in subscriber copies of the *Mail & Guardian* in South Africa and a number of other SADC countries. The *Mail & Guardian* is regarded as one of the most influential newspapers in the region.

The African.org is also distributed at ISS seminars and international conferences dealing with African issues, and to universities, diplomatic staff and its own subscribers world-wide.

Distributors in Harare and Nairobi sell *The African.org* in stores, while some 500 copies are distributed through our ISS office to outlets in Addis Ababa.

According to ISS website statistics, around 2 000 readers regularly download the entire digital edition. We believe that in this way *The African.org* is helping to make available ISS research to a wider audience of stakeholders and policymakers.

An attractive, readable format, which provides the reader with fairly lengthy analyses on African issues, makes *The African.org* one of the most popular ISS publications – this in a context where stakeholders are inundated with documentation and information on the Internet, television, and even their cellphones.

Analysis in *The African.org* is drawn from existing publications like ISS monographs, situation reports, policy briefs, and the regular ISS Today column on the website. This material is updated and repackaged for the magazine.

Highlights in the period under review include extensive coverage of political events in Sudan; a focus on fifty years of independence in Africa; a series of articles on Rwanda in the run-up to the presidential elections; analysis and debate about possible military intervention in Somalia; and a special focus on African Futures.

Other subjects covered in this period include political developments in Kenya and Zimbabwe; the impact of climate change in East Africa; the role of the African Union in solving Africa's problems; Nigeria's economic potential; and the role of Africa in the global power shift from West to East.

In 2010 *The African.org* also featured interviews with key roleplayers such as Zimbabwean Prime Minister Morgan Tsvangirai and former Ghanaian President John Kufuor.

In order to complement analysis by ISS researchers, regular columnists comment and report on business and cultural issues in Africa.

Efforts to generate revenue in order to make the magazine self-sustaining are ongoing.

In 2010 *The African.org* registered with the Audit Bureau of Circulations of South Africa to obtain certification of its circulation figures – a crucial step for selling advertising space in the magazine. Increased circulation from December 2010 could improve the magazine's prospects of obtaining more advertising revenue.

Monitoring and Evaluation

The inaugural meeting of the Monitoring and Evaluation (M&E) advisory committee took place in February 2010. The committee worked with the M&E manager to draft an institutional logframe (logical framework), which was finalised shortly thereafter.

The institutional logframe – which subsequently formed the basis for the development of logframes for individual programmes – aids programmes in clarifying their objectives and explaining how these feed into the result chain. The logframe’s emphasis on indicators and sources of information allowed specific targets and feedback mechanisms to be established and to monitor developments and data which form the basis for evaluation.

Early in the year an event assessment form (EAF) was finalised as part of a comprehensive M&E toolkit. The purpose of the EAF is to help benchmark and improve the quality of ISS events and serve as a source of information for logframes. The greater events monitoring system is used to assess the quality of the event in general and is a valuable source of stakeholder feedback.

Other M&E tools which were developed included a program logic (or theory of change) based on MSCS (most significant change stories) methodology, monitoring plans, and Gantt charts.

The M&E Unit is also responsible for a bi-annual impact monitoring and progress report which is distributed to donor partners and is made available to staff. The report provides an impact narrative of positive effects experienced by stakeholders. This includes impacting foreign or local government legislation and policy, shaping and informing global discourse on human security issues, and providing technical and research assistance to various stakeholders.

In August 2010 the ISS commissioned an external evaluation of its new M&E system based on a review of documentation, a survey of staff and core donors, and a comparison with M&E in three peer organisations. It was found that the M&E framework of the ISS was relatively sophisticated and that many of the M&E tools were in place. The report did note that some implementation problems had been experienced, however, and that further development was required in terms of implementation at programme level.

A new M&E committee later met to discuss the evaluation findings and decide on the way forward. It was agreed that certain tools would be revised in order to maintain a results-based management approach and to carry it over into the next strategic period (2011–2015).

About the ISS

List of 2010 Development Partners

We gratefully acknowledge support from the following partners:

- African Development Bank
- Development Bank of Southern Africa
- Geneva Centre for Security Policy
- Government of Belgium
- Government of Denmark
(core member & member of partnership forum)
- Government of Finland
(member of partnership forum)
- Government of Germany
(member of partnership forum)
- Government of Iceland
- Government of Norway
(core member & member of partnership forum)
- Government of Sweden
(core member & member of partnership forum)
- Government of Switzerland *(member of partnership forum)*
- Government of the Netherlands
(core member & member of partnership forum)
- Government of the United Kingdom
- Hanns Seidel Foundation
- Humanity United
- Inter-Governmental Authority on Development
- Internal Displacement Monitoring Centre
- International Development Research Centre
- Open Society Foundation for SA
(member of partnership forum)
- Open Society Initiative for SA
- Ploughshares Fund
- Regional Centre on Small Arms
- United Nations Environment Programme

Code of Conduct

The purpose of the ISS Code of Conduct is to formalise and confirm my commitment, as an employee of the Institute, to clear standards of conduct and behaviour in pursuit of the mission and vision of the ISS.

When interacting with fellow employees of the Institute, I shall:

- Deal fairly, professionally and equitably and with integrity with all colleagues, irrespective of gender, religion or culture
- Cooperate with other employees to enhance the performance of the Institute
- Execute, to the best of my ability, all reasonable and lawful instructions by persons officially assigned to give them
- Use the appropriate channels to air grievances or to direct representations
- Motivate my colleagues through proper utilisation of their skills and support their functional development
- Respect the privacy, dignity and professional standing of my colleagues
- Commit myself to the Institute's vision, mission, objectives and policies and strive to encourage and support my colleagues

When interacting with the broader public, I shall:

- Promote the mission and vision of the Institute
- Treat everyone with equal respect, regardless of ascribed criteria, beliefs or political persuasion
- Be non-partisan in my professional conduct
- Accept responsibility for all my words, deeds and decisions

In my research I shall:

- Respect and acknowledge the intellectual property rights of others
- Enhance the quality of the Institute's products by submitting to peer or other independent review processes
- Respect the confidentiality and dignity of research sources
- Enhance the development of African scholarship and research capacity
- Co-operate, collaborate and network with other agencies that are striving to enhance human security in Africa
- Observe the highest degree of professionalism and excellence in my work

Code of Ethics

The purpose of the ISS Code of Ethics is to provide guiding principles, values and ethical standards for the organisation that go beyond the law.

As a member of the Institute for Security Studies I shall:

- Comply with the law and all legal documents that are binding on me
- Strive to be fair and courteous and to undertake my responsibilities honestly and without fear or favour
- Prevent and avoid personal and corporate conflicts of interest
- Accept responsibility for all personal actions and decisions
- Honour the confidentiality of internal Institute matters, with due regard to the principle of transparency
- Use responsibly information acquired by or obtained from the Institute, and only for legitimate purposes
- Uphold good corporate governance, adopt best management principles and practices, and maintain a drug-free working environment
- Respect and promote the right of all people to security, peace, justice and democracy
- Maintain the highest levels of transparency, integrity and accountability
- Make cost-effective use of donor funds

Legal Persona

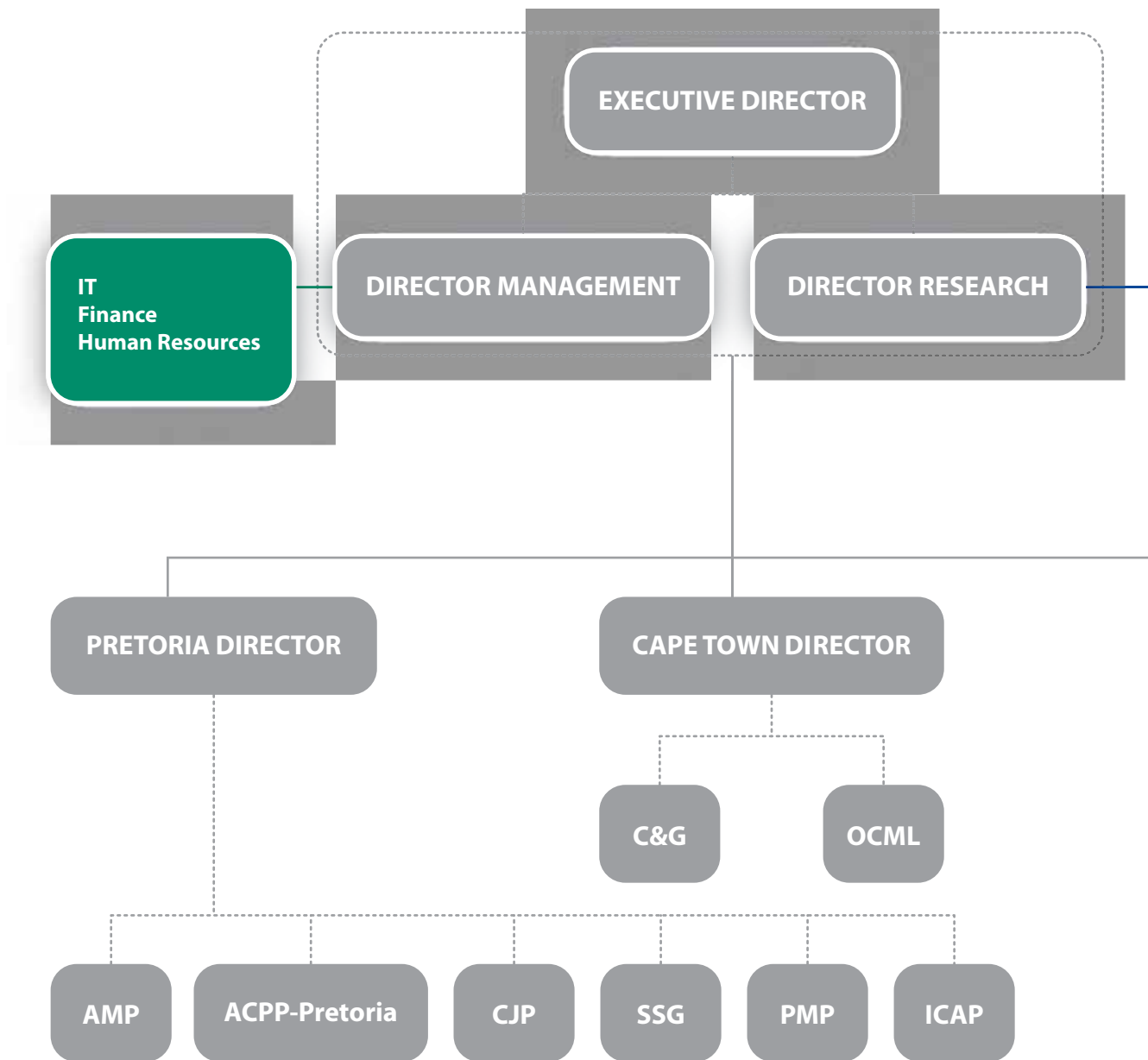
In South Africa the Institute for Security Studies is registered as a non-profit trust (registration no 1922/T) and governed by a Trust Act in accordance with the requirements of the Trust Property Control Act, 1997 (No 57 of 1997). According to Article 5.1 of the ISS Trust Deed:

The purpose of the Trust shall be to receive and accept capital and any donations and earn income as part of the Trust Fund, and to apply the proceeds thereof solely to enhance human security in Africa. This will be achieved through applied research, advice and the dissemination of information that can inform decisions on critical areas of individual, national, regional and international security. The Trust is committed to democracy, good governance and the promotion of common security.

The Institute is also registered as a non-profit organisation in South Africa in terms of the Non-Profit Organisations Act, 1997 (No 71 of 1997) with registration number 006-981 NPO.

In Ethiopia the Institute is registered as a research association with the Ministry of Justice, certificate number 2190, dated 29 June 2005. In Kenya the ISS is registered as a company limited by guarantee with no share capital, duly incorporated in the Republic of Kenya (registration number C 119625) on 29 September 2005 under the Companies Act, Chapter 486, Laws of the Republic of Kenya. In Senegal the ISS is registered as an international non-governmental organisation.

Institutional Organogram



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ACPP-Nairobi

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MIFUGO

Financial Statements

Summarised Consolidated Annual Financial Statements Prepared from the Audited Financial Statements of the Institute for Securities Trust for the Year Ended 31 December 2010

Independent Auditor's Report to the trustees of the Institute for Security Studies Trust

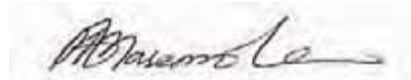
We have audited the consolidated annual financial statements and annual financial statements of the Institute for Security Studies Trust which comprise the statement of financial position at 31 December 2010, and the statement of comprehensive income, the statement of changes in funds and statement of 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, and the trustees' report, from which the accompanying summarised consolidated annual financial statements contained in the trust's annual report were derived, in accordance with International Standards on Auditing. In our report dated 12 October 2011 we expressed an unmodified opinion on the annual financial statements from which the summarised consolidated annual financial statements were derived.

Opinion

In our opinion, the accompanying summarised consolidated annual financial statements are consistent, in all material respects, with the consolidated annual financial statements from which they were derived.

For a better understanding of the Institute for Security Studies Trust's group financial position and the results of its operations and cash flows for the year, and of the scope of our audit, the summarised consolidated annual financial statements should be read in conjunction with the consolidated annual financial statements from which the summarised consolidated annual financial statements were derived, and our audit report thereon.

KPMG Inc.
Registered Auditor



Per MMA Masemola
Chartered Accountant (SA)
Registered Auditor
Director
17 October 2011

KPMG Forum
1226 Schoeman Street
Hatfield
0083
South Africa

Consolidated statement of financial position at 31 December 2010

	2010	2009
	R	R
Assets		
Non-current assets	34 767 764	36 542 343
Property and equipment	34 046 882	36 228 937
Intangible assets	720 882	313 406
Current assets	36 063 259	49 262 437
Donor and other receivables	9 930 822	12 627 423
Normal tax receivable	-	18 300
Cash and cash equivalents	26 132 437	36 616 714
	70 831 023	85 804 780
Capital and liabilities		
Trust funds	8 464 470	7 055 659
Trust capital	100	100
Reserves	5 747 977	5 891 873
Accumulated surplus/(deficit)	2 671 831	3 251 534
Foreign currency translation reserve	44 562	(2 087 848)
Non-current liabilities	8 512 749	9 189 104
Interest-bearing loans and borrowings	8 329 806	9 149 708
Deferred tax liability	182 943	40 196
Current liabilities	53 853 804	69 559 217
Donations received in advance	42 131 954	57 630 166
Trade and other payables	5 772 806	6 777 718
Leave and bonus payables	5 240 536	4 472 148
Interest-bearing loans and borrowings	704 362	679 185
Current tax payable	4 146	-
	70 831 023	85 804 780

Consolidated statement of comprehensive income for the year ended 31 December 2010

	2010	2009
	R	R
Donation income	138 460 786	172 023 331
Other income	1 644 898	-
Total income	140 105 684	172 023 331
Operating costs	(139 950 024)	(172 839 363)
(Deficit)/Surplus before interest	155 660	(816 032)
Interest received	223 263	706 005
Finance costs	(969 109)	(192 726)
(Deficit)/Surplus before taxation	(590 186)	(302 753)
Taxation	(133 413)	21 730
(Deficit)/Surplus for the year	(723 599)	(281 023)
Other comprehensive income		
Foreign currency translation differences for foreign operations	2 132 410	(2 141 532)
Total comprehensive income for the year	1 408 811	(2 422 555)

List of Acronyms and Abbreviations

ACPP	African Conflict Prevention Programme	IGAD	Intergovernmental Authority on Development
AFCONE	African Commission on Nuclear Energy	Isis-WICCE	Isis-Women's International Cross-Cultural Exchange
AMISOM	African Union Mission in Somalia	KNFP	Kenya National Focal Point
AMP	Arms Management Programme	LITS	Livestock Identification and Traceability System
APA	Africa Prosecutors Association	M&E	Monitoring and Evaluation
APSTA	African Peace Support Trainers Association	MONUSCO	UN Stabilisation Mission in the Democratic Republic of Congo
ASF	African Standby Force	NSC	National Steering Committee
C&G	Corruption and Governance Programme	NUM	National Union of Mineworkers
CNS	James Martin Center for Nonproliferation Studies	OCML	Organised Crime and Money Laundering Programme
CPX	Command Post Exercise	PBMR	Pebble Bed Modular Reactor
CSO	Civil Society Organisation	PMP	Peace Missions Programme
CTITF	Counter-Terrorism Implementation Task Force	PRP	Peace and Security Council Report Programme
EAC	East African Community	PSC	Peace and Security Council
EAF	Event Assessment Form	RCC	Regional Coordinating Committee
EAPCCO	Eastern Africa Regional Police Chiefs Cooperation Organisation	RECSA	Regional Centre on Small Arms
EASBRICOM	East African Standby Brigade Coordination Mechanism	SADC	Southern African Development Community
ECCAS	Economic Community of Central African States	SALWs	Small Arms and Light Weapons
ECOWAS	Economic Community of West African States	SANDF	South African National Defence Force
EIIPD	Ethiopian International Institute for Peace and Development	SAPS	South African Police Service
ELA	Earthlife Africa	SARPCCO	Southern African Regional Police Chiefs Cooperation Organisation
FMWG	Fissile Materials Working Group	TfP	Training for Peace Programme
GIABA	Inter-Governmental Action Group on Money Laundering in West Africa	UNAMIC	United Nations Advance Mission in Cambodia
ICAP	International Crime in Africa Programme	UNAMID	African Union/United Nations Hybrid Operation in Darfur
ICC	International Criminal Court	UNECA	United Nations Economic Commission for Africa
ICD	Independent Complaints Directorate	UNODC	United Nations Office on Drugs and Crime
ICGLR	International Conference on the Great Lakes Region	UNPOC	United Nations Police Officers Course
ICT	Information and Communication Technology	VAWC	Violence Against Women and Children
IDMC	Internal Displacement Monitoring Center	YoPS	Year of Peace and Security