## Contents

Committed to seeing Africa achieve its potential .......................................................... 2
Three decades of relevance and impact ....................................................................... 4
African futures ............................................................................................................. 6
Africa in the world .................................................................................................... 8
Maritime security ...................................................................................................... 10
Governance, peace and security ................................................................................ 12
Crime, justice and violence prevention ....................................................................... 18
Countering and preventing violent extremism ......................................................... 24
Communication ........................................................................................................ 30
Human resources and finance ................................................................................... 32
Development partners ............................................................................................... 33
Financial statements ................................................................................................. 34
ISS Trustees and Advisory Council ............................................................................ 36

The Institute for Security Studies partners to build knowledge and skills that secure Africa’s future
Committed to seeing Africa achieve its potential

ISS insights and access to decision makers across Africa enable early action and sound human security planning


The long tail of COVID-19 continued to challenge African societies and took the continent further away from its 2030 Sustainable Development Goal targets. But as the ISS looks ahead to its next 30 years, we remain adaptable and resilient, committed to Africa and confident in its potential.

Pragmatic response to the rise in coups

Africa’s enormous opportunities for prosperity coexist with grave threats to human security. As last year’s coups in West Africa exposed the fragility of democratic governance, the ISS explained their political dynamics and advised on pragmatic policy responses. We increased our work on climate risk governance, dedicating funding and capacity to evidence-informed approaches to climate change and mapping Africa’s path to a just transition. Our new ‘Africa in the world’ initiative is promoting the continent’s position on global human security issues. Through our partnership with the Lake Chad Basin Commission (LCBC), we supported implementation of the African Union (AU)-LCBC strategy to stabilize parts of the Lake Chad Basin affected by violent extremism. ISS also helped the AU sharpen its ambitious plan to silence the guns in Africa by 2030.

We helped draft the Southern African Development Community strategy against organised crime and an East African police protocol to combat cattle rustling. And our violence prevention work is expanding parenting programmes in South Africa.

Spread of violent extremism

Many parts of the continent still face sustained, connected and complex security and governance challenges, exacerbated by inequality and poverty. ISS expertise on maritime security, counterterrorism and organised crime made us an indispensable resource for planning responses to the insurgency in Mozambique’s Cabo Delgado province. In West Africa we reported on the impact of Mali’s uncontrolled gold mining and worked with the Centre des Hautes Etudes de Défense et de Sécurité in Senegal on early responses to threats linked to gold mining.

As new state and non-state actors seek to expand their interests in Africa, ISS will stay ahead of the curve

With the sustained support of our development partners, staff, Trustees and Advisory Council, we will prioritize a preventive approach to delivering a peaceful and prosperous Africa. The cost of inaction is often too high. Growth and stability will depend not only on better governance but on the continent’s recovery from COVID-19 and its ability to withstand global economic headwinds. The continent can achieve its potential, and ISS is proud to be a part of the effort.

Fonteh Akum
ISS Executive Director

Africa can achieve its potential, and ISS is proud to be a part of the effort

Fonteh Akum, ISS Executive Director
Three decades of relevance and impact

For 30 years, ISS expertise has guided human security planning by African governments and development partners.

What started as a modest South African think tank in 1991 has grown into a reputable pan-African institute. Diplomats, politicians, peacekeepers, advisors and activists rely on ISS experts from 20 countries for evidence-informed analysis that supports their policy making and planning.

ISS has always put Africa first. Its fieldwork brings grassroots realities into boardrooms, and its research and policy advice respond to the continent’s priorities and challenges. This has made ISS a primary source of information for continental and global partners. The institute promotes African perspectives on international issues and has established an authentic African voice on the world stage.

Over the past three decades, ISS has demonstrated the vital role of African civil society in holding governments to account. The institute has stressed the importance of good governance and covers issues as diverse as violence prevention, migration, economic development, climate change and digital security.

Some work is high profile, but the ISS has consistently collaborated behind the scenes to offer pragmatic advice and support to civil society, governments, regional bodies and global partners. Always independent, the institute’s strategy is to form partnerships in government and civil society. Founder Jakkie Cilliers says organisations like the ISS are as vital now as they were 30 years ago. ‘We have stayed abreast of human security dynamics, working as insiders to provide independent analysis.’

The ISS contributes intellectual rigour and practical skills to help partners implement policy and strategy. Since 1991, the organisation has trained thousands of people across Africa, from journalists and peacekeepers to police and prosecutors.

ISS is recognised globally as Africa’s foremost human security resource

The ISS has benefited from stable leadership with three executive directors in 30 years. Cilliers handed the role to Anton du Plessis in 2015, and since January 2021, the ISS has been led by Fonteh Akum. Robust financial, management and governance systems have contributed to ISS’ resilience and sustainability.

In the early years, ISS was vital to South Africa’s democratic transition. We helped revise laws on defence, policing, firearms, organised crime and peacekeeping, and developed crime prevention strategies.

Jakkie Cilliers, ISS Founder and Executive Director, 1991

ISS research and training in Africa shaped global counter-terrorism policy, especially on the need for criminal justice and developmental approaches that respect human rights.

Anton du Plessis, ISS Executive Director, 2015

ISS experts helped finalise the AU’s M&E framework for Silencing the Guns along with strategies against organised crime in Southern Africa, and cattle rustling in East Africa.

Fonteh Akum, ISS Executive Director, 2021
African futures
ISS advice on Africa’s long-term prospects and policy choices is underpinned by a decade of data modelling and analysis

Demand for ISS insights and policy advice on Africa’s long-term economic and development prospects increase each year. In 2021, 43 briefings were delivered to influential officials in organisations that shape Africa’s future, such as the African Union Commission, Swedish International Development Cooperation Agency, South Africa’s National Planning Commission, the government of Malawi, the United Nations Development Programme leadership’s Horn of Africa team, and Germany’s KfW Development Bank.

Jakkie Cilliers, who heads the ISS African Futures and Innovation team, was invited to join the African Union (AU) Development Agency’s Policy Bridge Tank. The organisation engages with African think tanks to identify and address challenges in achieving the AU’s Agenda 2063.

African Futures and Innovation analysis is tailored to assist those who develop policy and strategy, including advisers to governments and development institutions, the private sector, donor community and academics. An open-access book that covers a decade of analysis, The Future of Africa, published with SpringerLink, was downloaded more than 80 000 times by the end of 2021.

Government planners and economists were among those who received specific country and region reports on the Democratic Republic of the Congo, Algeria and the Horn of Africa. Each study provided state-of-the-art forecasts on development paths and the impact of investments in specific sectors out to 2040 or beyond.

A suite of new scenarios was developed for every country in Africa, improving the relevance and access to ISS data and analysis. The process was undertaken in collaboration with the Centre for Leadership and Dialogue at the University of Pretoria’s Gordon Institute of Business Science. It will see a dedicated new African Futures website launched in May 2022 that provides more than 4 500 charts and accompanying analysis. The new site will host the most comprehensive publicly available source of future-orientated insights and policy advice for Africa.

In the DRC, everything depends on whether its leaders genuinely want to change the country for the better
Kouassi Yeboua, Senior Researcher, ISS

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This [Algeria] report is one of the best I have read in terms of quality, fairness and acuity – a superb job
Dr Azzeddine Layachi, Department of Government and Politics, St John’s University, New York

ALGERIA

HORN OF AFRICA

Subsidies perpetuate inequality, cross-border smuggling and terrorism

< 4% of total land area is arable

57% of Algerians are engaged in the informal economy

ALGERIA

More interstate wars than any other African region

Informal livestock exchanges make up > 95% of cross-border trade

GDP rises by 15% in ISS’ improved governance scenario
Africa in the world
By playing an active role in global affairs, a united Africa can tackle the continent’s challenges and define its future

COVID-19 and climate change are harsh reminders of Africa’s vulnerability to external threats. Countries on the continent need to play a more active role in shaping world thinking and planning about reducing such risks. At the same time, Africa’s development and stability depend on its relationships with other regions, countries and multilateral bodies, such as the United Nations (UN).

ISS conducted research and analysis to inform decisions on Africa’s role in the UN Security Council and the UN Peacebuilding Commission. Insights were also provided on the continent’s engagements with external partners including the European Union, China, France, Germany, India, Russia and the United States. The untapped potential for Africa–India security cooperation was examined, along with better collaboration between the G20 and the African Union (AU), increasing Africa’s agency in UN–AU peace operations, and improving peacebuilding financing.

In collaboration with South Africa’s Permanent Mission to the UN, ISS developed a strategy for working with the private sector on African peacebuilding initiatives. ISS researchers also examined how development assistance provided by emerging powers (Brazil, Russia, India, China and Turkey) contributes to Africa’s development. Differences between this support and that given by traditional Northern donors were analysed. The findings were used by the German Federal Ministry of Economic Cooperation and Development.

Results from a study of political dynamics and voting patterns of African countries in the UN Security Council informed several foreign state representatives and decision makers in Africa and beyond. During a series of events hosted with foreign embassies in Pretoria, the findings shaped discussions on how to improve multilateral peace and security cooperation with Africa.

In 2020, 73% of UN Security Council resolutions dealt with Africa

Informing the Africa–EU partnership
ISS has gained recognition for its contribution to debates about the new Africa–EU partnership. Drawing on its evidence-based research, ISS teamed up with the European Think Tanks Group and the UN Development Programme to stimulate discussions on strategic areas of cooperation for Africa and the EU.

ISS also joined a consortium to advise African and European negotiators ahead of the 2022 Africa–EU Summit. Supported by the EU delegation in Addis Ababa, the consortium comprised the ISS, European Centre for Development Policy Management, African Center for Economic Transformation, Amani Africa and Policy Center for the New South.

UN–AU collaboration cannot afford to relapse when Africa faces growing security and socio-economic problems
Priyal Singh, Researcher, ISS
Maritime security

ISS expertise provides a foundation for stronger African maritime institutions capable of handling new challenges

Working with Africa’s leading decision makers

ISS expertise and research was discussed with Africa’s leading decision makers responsible for maritime security and developing the blue economy. ISS worked with the African Union (AU) Commission and the Southern African Development Community’s (SADC) Standing Maritime Committee.

In partnership with the AU Commission, ISS marked Africa’s Day of the Seas and Oceans and raised awareness of vital continental maritime strategies. The AU Commissioner for Political Affairs, Peace and Security, and the AU Legal Counsel spoke at the event. ISS also helped implement the blue economy strategy of the AU’s Inter-African Bureau for Animal Resources.

ISS analysts raised key maritime issues with influential stakeholders on the continent and beyond. Topics included regional maritime security in West Africa, the benefits of a Combined Exclusive Maritime Zone, and SADC’s new integrated maritime security strategy.

ISS expertise provides a foundation for stronger African maritime institutions capable of handling new challenges

Bringing women and youth on board

ISS research showed how Africa’s maritime policy and strategy still fails to adequately include women and other marginalised groups such as youth and people with disabilities. The findings also revealed the wide-ranging benefits that Africa’s vast young population can bring to maritime development. The studies led to requests for information and policy advice for the AU and regional economic communities. ISS experts talked to decision makers at the African Women in Maritime conference about how they can build sound maritime institutions and policy.

ISS provided expertise and technical support to numerous high-level forums

- Interpol workshops on countering transnational organised crime in East Africa, and maritime cyber security in Africa
- UN Departments of Political and Peacebuilding Affairs and Peace Operations meeting on Western Indian Ocean security
- US Naval War College Senior Leadership Symposium for East Africa
- Strategic workshops of the UN’s Contact Group for Piracy off the Coast of Somalia
- UN Office of Counter-Terrorism’s Border Security and Management workshop on maritime security in East and Southern Africa
- Angola, Namibia and South Africa’s Benguela current commission
- Dakar Forum on surveillance and control of maritime areas

The ISS report provided great insight into women, gender and the maritime sector in Africa. I am elated that there is focus on this issue

Raheemat Omoro Moomdu, Head, Human Security and Civil Society Division, Economic Community for West African States

Young Africans can benefit from the global maritime labour gap, but only if their governments support them

David Willima, Research Officer, ISS
Governance, peace and security

ISS promotes African governance processes that are accountable, equitable and inclusive

Regional focus: East Africa and the Horn

ISS analysed fractured country relations in the Horn and showed how certain alliances threaten stability and integration. The on-and-off relationship between Kenya and Somalia was examined and the findings presented to regional and international stakeholders. ISS also reviewed Somalia’s election deadlock, and Djibouti’s poll and potential future stability threats.

At the request of the Kenyan Embassy in Addis Ababa, ISS hosted a capacity building workshop on security challenges and responses in the region. In 2021, Kenya was a member of both the African Union Peace and Security Council and United Nations Security Council. ISS held a similar session later in the year for 21 ambassadors from East African Community countries.

ISS research on constitutional design alternatives to ease political and ethnic divisions and conflict in Ethiopia led to a request from the Speaker of Parliament’s upper house for in-depth recommendations on the consociationalism option. The findings were included in the document packs for members of the National Dialogue Commission, who will lead the country’s upcoming talks.

Ethiopia’s peacemaking debate has been shaped by ISS research, media commentary and public consultations. ISS experts led the narrative on the vital role of national dialogue and reconciliation for achieving sustainable peace. Insights were shared at high-level conferences, including those organised by the prime minister’s office, and on prime-time television and radio.

After the government established the National Dialogue Commission, ISS was invited to advise on its draft proclamation. The commission chairperson also asked for ISS support over the next three years.

Climate change and human security

ISS explores climate insecurity and its links to resource conflicts, migration and organised crime. ISS staff played a role in influential international bodies. The institute is part of the Climate Security Expert Network. Ottilia Anna Maunganidze, Head of Special Projects, is on the strategic advisory board for Weathering Risk and Senior Research Consultant, Aimée-Noël Mbiyozo, serves as an expert for the Consultations Process of the Africa Climate Mobility Initiative. ISS contributed to the Urban Areas Consultations workstream co-led by UN Habitat and the Mayors Migration Council.

Climate change: threat multiplier for insecurity

- 0.5°C warming is linked to a 10%–20% increase in the risk of deadly conflict
- Nearly all UN and AU peace operations are in countries most exposed to climate change
- The AU is the first international body to tackle the problem head-on, but needs global support

Given the trauma of war and intercommunal animosity in Ethiopia, special strategies are needed to get victims to consider talks and reconciliation

Tegbaru Yared, Researcher, ISS
Regional focus: West Africa

ISS training and technical support helped women from Niger to analyse conflict, gender and security issues. The first session involved women from the conflict-affected Tillabéri region and used a participative, learning-by-doing approach. The second, in Niamey, reinforced conflict analysis and data collection skills for women working at the community level. Participants asked ISS to continue promoting gender equality in a region where women are marginalised from the public sphere.

Drawing on its research findings, ISS advised on a new theory of change for the African Development Bank’s Fragility Strategy. This will influence the bank’s programming in areas affected by conflict and violent extremism in the Sahel.

Throughout 2021 ISS supported Ireland in its role as a non-permanent member in the United Nations Security Council (UNSC). High-quality analysis on the Sahel informed Ireland’s positions at the UNSC and the European Union. The partnership included monthly briefings, broader analysis sessions and a dedicated analytical piece by the ISS on Mali’s peace process.

Downside of wealth: Mali’s gold mines

- 73% of Mali’s 26 tons of artisanal gold was mined in Kayes in 2019, generating US$1.23 billion
- 33.3 tons of mercury enter Mali illegally every year, bound for Kayes
- Mercury and cyanide demand drives a lucrative transnational criminal economy that also finances violent extremists
- Groundwater contamination threatens farming, fishing and herding

Regular ISS updates and briefings enhanced understanding of the situation on the ground and informed Ireland’s positions as a member of the UN Security Council and at the EU

Shane Keenan, Deputy Director, Africa Unit, Development Cooperation and Africa Division, Department of Foreign Affairs, Ireland
Collaborating with the AU and regional blocs

Silencing the Guns: clarifying goals
ISS analysis and technical support helped improve Africa’s approach to reducing violence. ISS recommended adopting a monitoring and evaluation framework to make the African Union’s (AU) ‘Silencing the Guns in Africa’ initiative more effective. The AU Commission asked ISS to help develop the framework, which it did in collaboration with the Peace and Security Council (PSC) Committee of Experts. The framework was adopted by African heads of state and is being implemented with ISS technical support.

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Capacity building for diplomats
Capacity building deficits hamper African states’ ability to fully contribute to the AU’s work and effectiveness. ISS supported countries on the PSC while they chaired the council, and afterwards. ISS also created platforms to close the communication gap between diplomats in Addis Ababa (AU), New York (UN Security Council) and Brussels (European Union). Multilateralism that can improve peace and security in Africa depends on these links between diplomatic centres.

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Youth role in peace and security
ISS and Training for Peace (ISS/TfP) supported the AU Youth for Peace Programme by helping select the AU’s second cohort of African Youth Ambassadors for Peace. ISS/TfP also trained young peacebuilders on conflict prevention, early warning and mediation, and security sector reform. A joint campaign with the outgoing AU Youth Envoy, Aya Chebbi, featured the #WhatMakesYouthFeelSafe social media survey conducted by ISS/TfP. Youth from across Africa shared their views, which informed the AU’s Youth Peace and Security agenda.

Policy advice on AU Police
ISS works to improve decision making and strategy on the role of the AU Police in peace and security. Policy advice was provided to the AU Police Strategic Support Group (AU PSSG), along with technical assistance and capacity building. ISS supported the AU PSSG’s 3rd Biennial Conference in Nairobi. Recommendations agreed to at the meeting are due to be implemented by the AU Peace Support Operations Division in 2022.

Regional peace mission training
ISS/TfP has, over the years, helped the AU develop and deliver standardised training for police across Africa to prepare them for peace mission deployment. The assistance includes regional training-of-trainer courses. In 2021, ISS/TfP and the British Peace Support Team-Africa ran these courses for the Economic Community of West African States (ECOWAS) and Southern African Development Community (SADC). After being trained in 2020 by ISS/TfP, the East African Standby Force successfully trained police from its member states in 2021. The courses build mission personnel skills and improve policing partnerships across Africa.

Gender mainstreaming in peace operations
ISS/TfP led the process to harmonise AU training on gender mainstreaming in peace operations. ISS/TfP used the curriculum to train civilian, military and police personnel deployed to peace missions. Online training on gender mainstreaming and gender-based violence was provided to the Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO) and the Interpol Regional Bureau for Southern Africa. ISS/TfP published a policy advisory on women in peace support operations, and a review of the gender effectiveness of UN peace operations.

The knowledge gained will go a long way in assisting police with their daily work regarding gender-based violence. INTERPOL and SARPCCO remain indebted to this spirit of cooperation.

N Nawa, Head, INTERPOL Regional Bureau
Crime, justice and violence prevention

From the public to the president, ISS expertise guides strategy on policing, violence prevention and curbing organised crime

Strategy and skills to prevent violence

ISS helped South Africa’s Department of Women, Youth and People with Disabilities to develop a national strategy on preventing gender-based violence and femicide. The work stemmed from ISS’ role as co-convenor of the Violence Prevention Forum (VPF) and its research that mapped and assessed projects to prevent violence against women and children.

ISS also supported the Western Cape Government in establishing its own VPF. The provincial forum is an important expansion of the national initiative, which ISS has convened since 2015. To strengthen partnerships between government and civil society, ISS is assisting the Western Cape Government to scale-up evidence-based family strengthening programmes by facilitating the development of principles and values relevant to the Western Cape context. ISS also helped establish the first local forum, known as the Community Dialogue, in Hoekwil and Touwsrante in the Western Cape. Community attitudes to the police have already improved, and residents are kept informed about police actions to stem drug dealing and other crimes.

Violence prevention skills were built in community-based organisations, research institutions and government. ISS trained facilitators to handle difficult discussions about complex social problems like gender-based violence and xenophobia.

A trainee who manages child and youth care workers used her new skills to better support vulnerable children in high-violence contexts. A state law adviser was able to level hierarchies during a domestic violence dialogue and empower those who often stay silent, to talk. This helped achieve a solid mandate for legal reform.

ISS is developing a Workplace Violence Prevention programme in collaboration with a large agro-processing plant. Two prototypes were tested and showed promising results, with beneficiaries saying their work and home lives improved. The programme will be expanded in 2022.

To prevent violence, skilled facilitators need to build trust and enable South Africans to engage in productive dialogue that crosses the many lines that still divide us

Chandre Gould, Senior Research Fellow, ISS
The [ISS] study shows that good and regular communication between municipalities and communities around planned disruptions and when they will be resolved, prevented violence.

Cyril Ramaphosa, President of South Africa

Advising SA’s presidency on police reform

The inability of the South African Police Service (SAPS) to prevent and contain the July public violence exposed worrying deficiencies in the state’s security forces. ISS is the country’s leading independent resource on policing, and key decision makers sought its insights and advice. Briefings were delivered to National Security Advisor Dr. Sydney Mufamadi and the president’s High-Level Panel on the July Violence. ISS met with the panel for over two hours to discuss how to remedy policing challenges.

After the ISS’ Gareth Newham briefed the Presidential Economic Advisory Council on policing, a Working Group on Policing, Security and the Economy was set up. The group’s briefing note drew heavily on ISS research and recommendations.

In his September 2021 newsletter, President Cyril Ramaphosa referenced ISS data and analysis on how to prevent violent protests. ISS also gave written and oral evidence to the South African Human Rights Commission inquiry into the July violence.

ISS research shaped policing practice on the ground. SAPS did five evidence-based policing pilot studies in the Southern Cape as part of an initiative inspired and supported by ISS. The initiative included starting an Evidence-Based Policing Project in the SAPS research division. ISS was also a vital policing and violence prevention resource for the Western Cape Government. Analysts helped craft the province’s safety plan and served on the law enforcement and evidence advisory groups.
Police commit to regional organised crime clampdowns

ISS research on cattle theft in northern Kenya served as a catalyst to revise East Africa’s cattle rustling policy. The revitalised ‘Mifugo’ protocol was drafted with technical assistance from ISS. Government ministers from Eastern Africa Police Chiefs Cooperation Organization (EAPCCO) states signed the protocol in October 2021, and it enters into force after national ratifications. ISS and the EAPCCO Secretariat are helping set up the Mifugo Protocol Implementation Unit.

Technical support provided by ISS boosted regional police cooperation, which is crucial to stopping transnational organised crime. The agreement between the Central African Police Chiefs’ Committee and EAPCCO has now been signed by security ministers from countries in both regions. It’s the first of its kind in Africa, and pending national ratifications, is now in force. ISS was also asked to help develop a strategy against organised crime for Southern Africa. The Southern African Development Community (SADC) approved the strategy and its action plan in July 2021.

We know organised crime groups share smuggling routes, intelligence, technology and operatives, so police from different countries must be able to do the same

Martin Ewi, Regional Organised Crime Observatory Coordinator, ISS

Namibia takes action on arms control

ISS worked with the Namibian Police to help implement the country’s national strategy on arms control, management and disarmament. ISS experts helped review Namibia’s regional and international obligations and recommended setting up an inter-departmental task force. The National Inter-Agency Task Force was subsequently established. ISS technical support is strengthened by its ongoing research into illicit arms flows and weapons management.

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Organised Crime in Africa Index

The index is the most comprehensive assessment of organised crime in Africa. New data and analysis published in November maps country trends in criminality and resilience. The index is fast becoming a resource for the media, African governments and stakeholders across the world. It was developed by the Global Initiative against Transnational Organized Crime, which partners with the ISS and INTERPOL on the ENACT project.

Spotlight on Africa’s illegal sand market

ISS provided expert advice to the UN Environment Programme’s GRID-Geneva on sand and gravel governance worldwide. The panel consists of international experts working to stop the illicit sand market. ISS research into illegal sand issues in Western Sahara, Kenya and Uganda informed this work and enabled the ISS to shape the narrative and responses in Africa and globally.
Countering and preventing violent extremism

As terrorism intersects with local conflicts and organised crime, ISS provides an evidence base for effective counter measures

Multi-sector analysis of Mozambique’s insurgency

ISS knowledge on terrorism, regional governance, maritime security, organised crime and African futures informed its policy advice on the crisis in Mozambique’s northern Cabo Delgado province.

With its breadth of experience, ISS served as an indispensable resource for the diplomatic community, government officials, local organisations and the media. In-depth research into the nature of the threat and its policy implications was also conducted.

ISS analysts drew on their counter-terrorism experience in East and West Africa to make a convincing case for a holistic rather than military-focused stabilisation strategy. The nature of the threat and policy options were discussed with the Southern African caucus of the Pan-African Parliament in Dar es Salaam, and with South Africa’s international relations officials.

ISS called for the Southern African Development Community (SADC) to intervene, which it eventually did in April 2021. SADC statements regarding its Mission in Mozambique (SAMIM) reflected ISS language on the need for ‘holistic solutions’ and humanitarian relief for Cabo Delgado’s population.

Influential stakeholders participated in ISS events on the crisis, including the SAMIM head, Rwanda’s high commissioner to Mozambique and the spokesperson of the Mozambique Defence Armed Forces.

Bringing in Rwanda could be the first event that greatly divides Mozambicans over responses to the Cabo Delgado attacks

Borges Nhamirre, ISS Consultant
Covert threats facing West Africa’s coastal states

ISS research showed that rising attacks in coastal states were the tip of the terrorism iceberg. Rather than just a series of southward incursions, the attacks were enabled by a web of transnational covert activities that needed to be better understood and prevented, ISS analysts warned.

Fieldwork on gold mining in south-east Senegal revealed specific tactics by violent extremist groups to secure funding, logistics and personnel.

Briefings were delivered to influential government officials from Benin, Senegal and Togo, the UN Office for West Africa and the Sahel, as well as delegations from Canada, the Czech Republic and European Union. ISS analysis encouraged action to prevent and contain the threat.

In Senegal, border control patrols were deployed, illegal artisanal gold mining sites dismantled, and mercury-free gold processing units are in the process of being installed in Kedougou region. Discussions with civil society organisations in Benin and Togo led to a revision of their data collection tools for empirical research on violent extremism.

Building institutional research skills

Niger’s National Center for Strategic and Security Studies asked ISS to train its staff and colleagues from similar centers in Mali and Burkina Faso on methods for policy-oriented research into insecurity and violent extremism. The sessions helped the three government centres plan a joint transnational research project.

Research evidence to help stabilise the Lake Chad Basin

ISS analysis on disarmament, demobilisation and reintegration (DDR) helped improve policy in the region. Together with the Executive Secretariat of the Lake Chad Basin Commission, ISS convened influential national, regional and interactional actors to discuss how best to manage Boko Haram members who leave the group.

An ISS report on the legislative and institutional DDR framework commissioned by the Regional Stabilization Strategy Secretariat will serve as a basis for a regional DDR strategy.

ISS insights into the challenges of stakeholder coordination stimulated dialogue at the Third Lake Chad Basin Governors’ Forum in Cameroon. Civil society, military and humanitarian stakeholders debated how to achieve more effective stabilisation in the region.

The ISS analysis must definitely be taken into account in our PCVE policies, actions and advocacy

Victoria Billing, British Ambassador to Senegal

I am from Borno state and know the context. ISS’ presentation at the Governors’ Forum stands out as among the very few that were authentic, factual and explicit

Barrister Fatima Imam, Network of Civil Society Organisations, Borno, Nigeria
Informing decisions and strategy on the Sahel

Research on the dangers of counter-terrorism operations for civilians prompted a request from the People’s Coalition for the Sahel for ISS support with several policy engagements. These included advisory meetings with the inter-governmental International Coalition for the Sahel, the Sahel Special Envoys from Canada and the United Kingdom, and Germany’s Sahel Task Force. ISS informed the International Coalition’s first roadmap and briefed national and global actors on policy implications.

ISS also facilitated major policy events that provided a platform for influential decision-makers to debate counter-terrorism challenges and solutions. Among them were the 4th annual Conference of the G5 Sahel on strengthening relations between defense forces and local populations hosted by Mauritania, and the first Niamey Forum for peace and stabilization in the Sahel and the Lake Chad Basin hosted by Niger. At the international level, ISS engagement with research and policy communities helped nurture the discourse on violent extremism and counter-terrorism, and stimulate more pragmatic and innovative solutions. Insights on the Sahel were shared at a high-level online event on the UN’s Global Counter-Terrorism Strategy attended by over 300 people. Participants recognised ISS’ role in rethinking past, ineffective strategies.

Protecting civilians is a strategic priority that must underpin all military and security force action

Ornella Moderan, Sahel Programme Head, ISS

± 13.4 million people – 20% of the Sahel’s population – need urgent humanitarian aid

Security forces caused more civilian fatalities in Mali and Burkina Faso in 2020 than violent extremists

Military success should also be measured by the number of villages rescued and civilian lives saved

Women and violent extremism: closing a policy gap

Three years of in-depth research in Mali and Niger provided a valuable evidence base to improve programming on the prevention of violent extremism. The ISS study showed why women joined terrorist groups, the trajectory of their involvement, and how some were able to resist recruitment. Findings were discussed with African and international governments and organisations, community bodies, human rights groups, researchers and the media.

ISS also built capacity among women mediators from Benin, Burkina Faso, Guinea, Guinea Bissau, Senegal, Mali, Niger, Côte d’Ivoire and Togo on preventing and resolving communal and political conflicts. The training helped participants understand gender dimensions of violent extremism and improve their awareness-raising work in their home countries.

This ISS report will have a significant impact on our work, as it will help authorities see that violent extremism isn’t only about men

National Gendarmerie gender focal point, Mali

The ISS project was used as a case study for a course on research methods delivered for Niger’s National Center for Strategic and Security Studies. The centre has developed the Nigerien government’s national strategy on preventing violent extremism. ISS also informed the International Coalition’s first roadmap and briefed national and global actors on policy implications. ISS engagement with research and policy communities helped nurture the discourse on violent extremism and counter-terrorism, and stimulate more pragmatic and innovative solutions. Insights on the Sahel were shared at a high-level online event on the UN’s Global Counter-Terrorism Strategy attended by over 300 people. Participants recognised ISS’ role in rethinking past, ineffective strategies.
Communication

As online and digital communication inundates audiences, ISS focuses on quality over quantity.

During 2021, we built on the substantial gains made in readership and reach of ISS analysis and events. Our online audience continued to grow, with an increase in views from East and West Africa.

The ISS Today series remains the most widely read of our suite of publications, making up just over half of all pages viewed on the entire website.

Building on the success of our partnership with Daily Maverick, which sees all ISS Todays re-published in one of South Africa’s leading online newspapers, we reached a similar agreement with Nigeria’s Premium Times. In the first four months of this productive alliance, the West African media organisation re-published 35 ISS Today articles. Both these valuable partnerships have vastly expanded our audience in Africa. Similar initiatives are planned for other regions of the continent, and beyond.

The switch to online events in response to COVID-19 restrictions has dramatically improved our ability to reach stakeholders and extend our networks in Africa and globally. ISS can now efficiently draw on staff expertise from its offices across the continent, deepening the pan-African quality of our work and promoting thematic collaboration across the institute.

Our online event audiences are much larger than for in-person events, with Facebook live-streaming adding several hundred more participants to each seminar. Video recordings of all public ISS events are now available on the website.

Online events do have some drawbacks, however. As ‘Zoom fatigue’ set in during 2021 and attendance numbers dipped, ISS focused on improving the quality of events rather than the quantity hosted. This included equipping the ISS Pretoria conference room with the audio-visual capability to deliver professional hybrid events.

We work with staff to identify stakeholders and influencers, and embrace new tools such as visual communication.

Amelia Broodryk, Communication Head, ISS

<table>
<thead>
<tr>
<th>Social Platform</th>
<th>Followers</th>
<th>Post/Tweet Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>42 698</td>
<td>774 174</td>
</tr>
<tr>
<td>Twitter</td>
<td>38 448</td>
<td>6 066 163</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>51 885</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Performance Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publications</td>
</tr>
<tr>
<td>Seminars</td>
</tr>
<tr>
<td>Media interviews</td>
</tr>
<tr>
<td>Training sessions</td>
</tr>
<tr>
<td>ISS Today views</td>
</tr>
<tr>
<td>Website page views</td>
</tr>
</tbody>
</table>

20% increase from 2020
Human resources and finance

Building on workplace lessons from the pandemic
In 2021, the human resources challenges related to COVID-19 started becoming apparent. Some staff struggled with health or circumstantial difficulties, and employee relations were impacted. ISS managers were encouraged to keep staff connected, engaged and productive. To combat COVID-19 fatigue, staff were reminded to take annual leave. Positive lessons from the pandemic will be applied to future operations. A policy on remote working is planned that fosters a productive work ethic, increases staff wellbeing and enhances the attractiveness of ISS for prospective employees. An internal review committee consulted with staff and made recommendations on ISS structure, culture, process and policy. The aim was to ensure alignment of the institute’s capacity with the goals set out in its 2021–2025 strategy.

Efficient and effective financial services
The Finance department revised procedures and delivered 11 training sessions for staff on a range of issues including credit card procedures, procurement and purchase orders, budgets and advances and donor management. The 2021 external audit was signed off in May as clean and unqualified, with no significant findings and only three housekeeping matters. Audit cost savings were achieved in all ISS offices as a result of efficiency and improved policies and procedures.

Excellence Award
Richard Perry, Digital Communication Specialist and TJ Joubert, IT Officer for seamless migration to online events
Michael Matongbada, Research Officer for exceptional monitoring, evaluation and reporting

Innovation Award
Research Ethics Committee (Lizette Lancaster, Paul-Simon Handy and Akinola Olojo) for enhancing the rigour of ISS research

Development partners

Partnership Forum
European Union
Government of Canada
Government of Denmark
Government of Ireland
Government of the Netherlands
Government of Norway
Government of Sweden
Government of the United States of America/USAID
Hanns Seidel Foundation
Open Society Foundations

Project funding
British Embassy, Addis Ababa
British Peace Support Team (Africa)
Corruption Watch
French Institute of SA
Georgetown University
GIZ
Government of Australia
Government of Finland

Government of Germany
Government of Japan
Government of Namibia
Government of Switzerland
Government of the United Kingdom
Human Sciences Research Council
Humanity United
Igarape Inc.
International Committee of the Red Cross
International Development Research Centre
International Organization for Migration
International Peace Institute, Inc.
Istituto Affari Internazionali
Millennium Trust
The African Climate Foundation
The Embassy of the People’s Republic of China, SA
United Nations
University of Denver Pardee Centre
University of Exeter
Wellspring Philanthropic Fund
World Childhood Foundation

55% female staff
45% male staff

122 staff come from 17 African countries and 5 outside Africa
Statement of financial position

as at 31 December 2021

<table>
<thead>
<tr>
<th>Assets</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donor and other receivables</td>
<td>14 464 405</td>
<td>7 179 994</td>
</tr>
<tr>
<td>Current tax receivable</td>
<td>1 935</td>
<td>219</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>93 813 569</td>
<td>113 335 601</td>
</tr>
<tr>
<td></td>
<td>108 279 909</td>
<td>120 515 814</td>
</tr>
<tr>
<td>Non-Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>15 073 080</td>
<td>15 726 462</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>4 668</td>
<td>23 125</td>
</tr>
<tr>
<td></td>
<td>15 077 748</td>
<td>15 749 587</td>
</tr>
<tr>
<td>Total Assets</td>
<td>123 357 657</td>
<td>136 265 401</td>
</tr>
<tr>
<td>Equity and Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>17 298 739</td>
<td>14 126 629</td>
</tr>
<tr>
<td>Donations received in advance</td>
<td>88 003 829</td>
<td>103 386 881</td>
</tr>
<tr>
<td>Bank overdraft</td>
<td>587</td>
<td>212</td>
</tr>
<tr>
<td></td>
<td>105 303 155</td>
<td>117 513 722</td>
</tr>
<tr>
<td>Non-Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred income tax</td>
<td>471 526</td>
<td>605 664</td>
</tr>
<tr>
<td></td>
<td>471 526</td>
<td>605 664</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>105 774 681</td>
<td>118 119 386</td>
</tr>
<tr>
<td>Equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust capital</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Reserves</td>
<td>3 474 817</td>
<td>4 200 923</td>
</tr>
<tr>
<td>Accumulated surplus</td>
<td>14 108 059</td>
<td>13 944 992</td>
</tr>
<tr>
<td></td>
<td>17 582 976</td>
<td>18 146 015</td>
</tr>
<tr>
<td>Total Equity and Liabilities</td>
<td>123 357 657</td>
<td>136 265 401</td>
</tr>
</tbody>
</table>

Statement of comprehensive income

for the year ended 31 December 2021

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations income</td>
<td>191 277 977</td>
<td>150 344 457</td>
</tr>
<tr>
<td>Other income</td>
<td>5 754 543</td>
<td>10 976 941</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>(198 068 414)</td>
<td>(159 241 530)</td>
</tr>
<tr>
<td>Operating surplus/(deficit)</td>
<td>(1 035 894)</td>
<td>2 079 868</td>
</tr>
<tr>
<td>Finance income</td>
<td>568 786</td>
<td>305 096</td>
</tr>
<tr>
<td>Finance costs</td>
<td>(16)</td>
<td>0</td>
</tr>
<tr>
<td>Surplus/(deficit) before taxation</td>
<td>(467 124)</td>
<td>2 384 964</td>
</tr>
<tr>
<td>Taxation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus/(deficit) for the year</td>
<td>(619 101)</td>
<td>2 089 934</td>
</tr>
<tr>
<td>Other comprehensive income/(loss):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exchange differences on translating foreign operations</td>
<td>(119 145)</td>
<td>429 244</td>
</tr>
<tr>
<td>Total comprehensive income/(loss) for the year</td>
<td>(738 246)</td>
<td>2 319 178</td>
</tr>
</tbody>
</table>

Note 1: Basis of Preparation

The summarised financial statements, which include the Statement of Financial Position and the Statement of Comprehensive Income, are an extract of the audited consolidated financial statements of the Institute for Security Studies Trust for the year ended 31 December 2021. The financial statements can be obtained from the Institute for Security Studies Trust at Block C, Brooklyn Court, 361 Veale Street, New Muckleneuk, Pretoria.

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

Dr Jakkie Cilliers is Head of African Futures and Innovation at the ISS and Chairperson of the ISS Board of Trustees. He co-founded the ISS and served as executive director until 2015.

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

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

Sakumzi (Saki) Macozoma is the Non-Executive Chairman of Safika Holdings, Chairman of Tshipi e Ntle and Ntsimbintle Mining, and a board member of Volkswagen SA.

Dr Wendy Ngoma is the CEO of a management consulting firm and alumni of the INSEAD Social Entrepreneurship Programme.

Prof Maxi Schoeman is Professor Emeritus at the University of Pretoria. She is a visiting professor at King’s College, London and a member of the Academy of Science of South Africa. She serves as Deputy Chairperson of the Institute for Global Dialogue.

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

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

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

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

Sakumzi (Saki) Macozoma

Susanne Luther, Director, Hanns Seidel Foundation, Germany

Vijay Makhan, independent consultant and resource person, Mauritius

Amb Konjit Sinorgaris, Ministry of Foreign Affairs, Ethiopia

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Design
Amelia Broodryk
CONTACT US

ISS Pretoria
Block C, Brooklyn Court
361 Veale Street
New Muckleneuk, Pretoria
Tel: +27 12 346 9500

ISS Addis Ababa
2nd Floor, Kadco Group building #2
Ethio-China Friendship Avenue, Addis Ababa
Tel: +251 11 515 6320

ISS Dakar
4th Floor, Immeuble Atryum Center
Route de Ouakam, Dakar
Tel: +221 33 860 3304

ISS Nairobi
5th Floor, The Pavilion
Mwanzi Road, off Lower Kabete Road
Westlands, Nairobi
Tel: +254 20 237 8475

www.issafrica.org