

Improving human security in Africa

Annual Review 2022



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

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Understanding Africa's responses to global geopolitics

As the continent seeks to expand its influence, ISS helps determine where African interests lie

Africa is increasingly a site of strategic competition and cooperation between rising powers and established interests, while asserting its own role in a challenging international landscape.

How African countries and regional organisations respond to dynamic geopolitics, amid threats of food insecurity and climate change, will impact the continent's development and stability for decades.

During the past year, the Institute for Security Studies (ISS) has looked more closely at Africa's place in the world as Western development partners square up against Russia and the rising economic and political power of China.

Africa's growing agency is characterised as much by long-term opportunities as short-term challenges. With its expanded focus on climate change, the ISS helped create policy bridges between COP26 in Glasgow and COP27 in Sharm el-Sheikh. The institute contributed insights to Africa's climate negotiations and advised on responses to challenges at the intersection of climate, security and development.

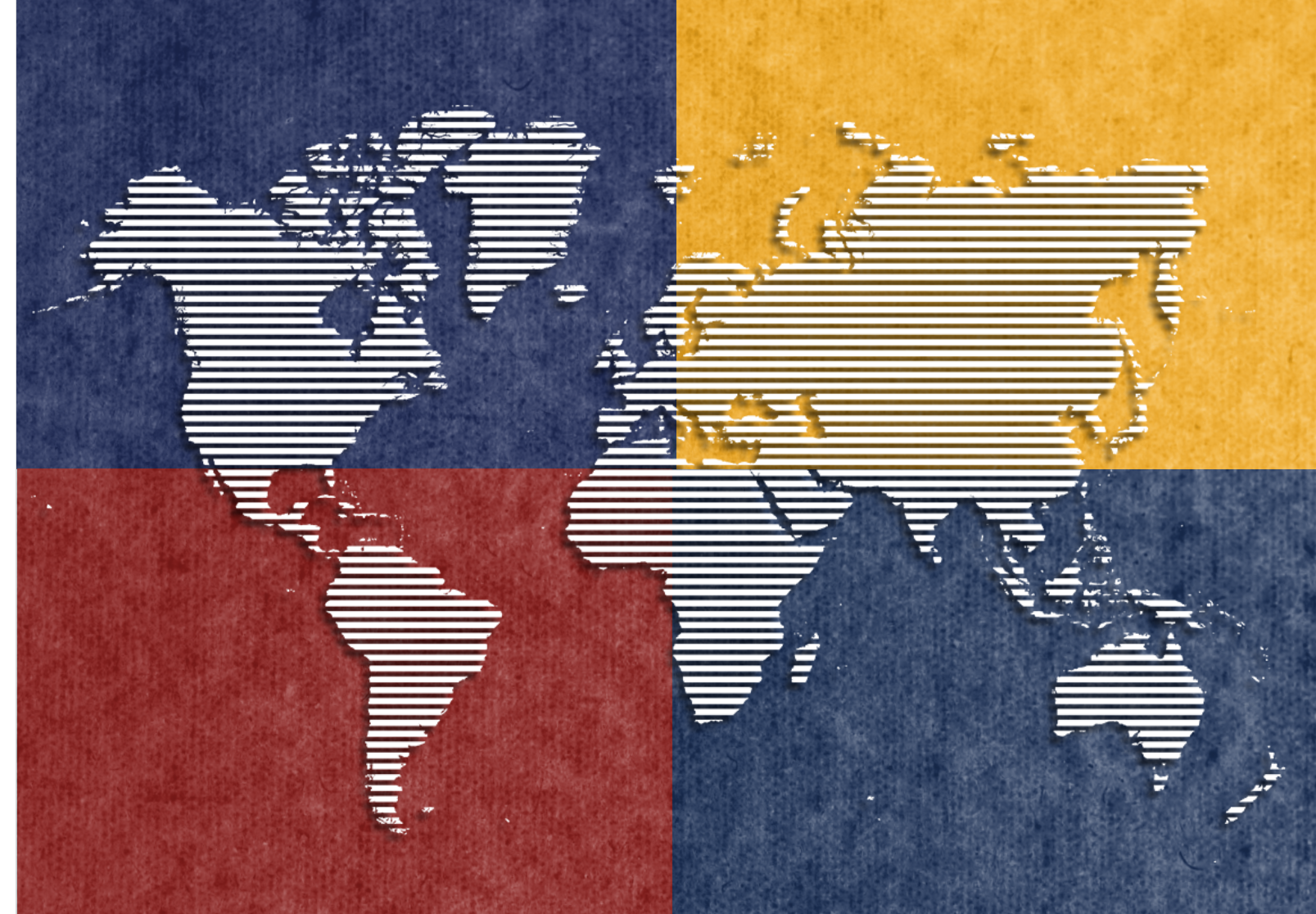
The ISS informs the architecture of Africa's climate adaptation and mitigation strategies, as well as the skills and capacity needed to capitalise on mineral resources that can fuel low-carbon technologies.

All ISS work has an international dimension, from violent extremism and organised crime to migration and gender equality. At the United Nations Security Council and in major capitals, ISS provided insights against the backdrop of Russia's use of both soft power and unregulated military forces in Africa. ISS also advised on curbing terrorism financing and preventing international terror groups from expanding their bases in Africa.

Africa's growing agency in world affairs is characterised as much by long-term opportunities as short-term challenges

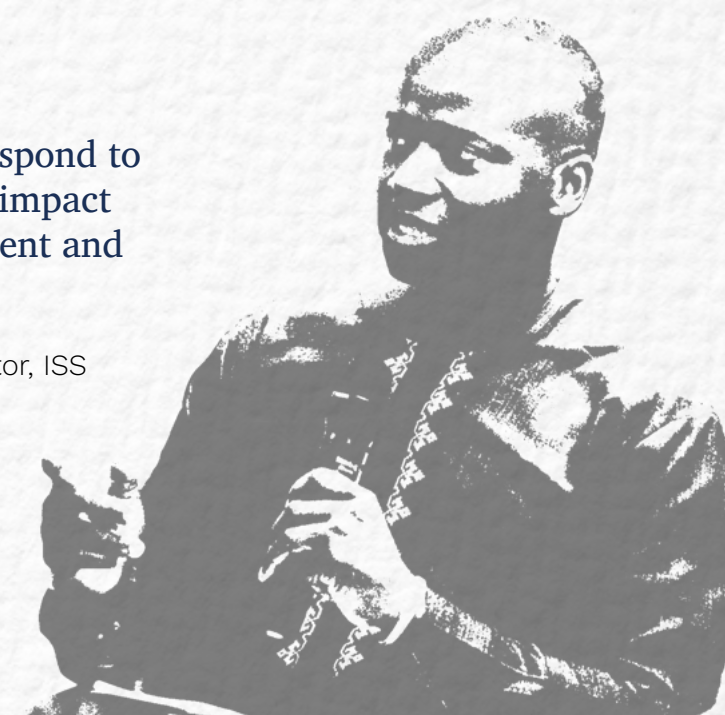
ISS' West African team is a leading source of analysis on regional security and the threat of extremist violence. Researchers in the Horn of Africa are making sense of crises from Ethiopia to Sudan, and the increasing role of Gulf States in Africa. In South Africa, an expanding team continues its innovative work on violence prevention and evidence-based policing, and provides technical support to prosecuting authorities.

Fonteh Akum
ISS Executive Director



How African countries respond to dynamic geopolitics will impact the continent's development and stability for decades

Fonteh Akum, Executive Director, ISS



Africa in the world

As global great power rivalries intensify, ISS provides objective research and insight into Africa's priorities and positions

Russia's invasion of Ukraine in February 2022 sent global geopolitical tensions soaring. The shifting landscape heightened competing powers' interest in Africa, making a common strategy to bolster the continent's human security agenda more urgent than ever. With that in mind, ISS provided commentary and analysis on Africa's engagements within global security institutions and with major international partners.

ISS research on Russia-Africa relations provided an objective foundation for the continent's global partners to shape their foreign policies toward African countries. Insights were shared with foreign governments and informed the Germany-India-Brazil-South Africa meeting on responses to 'a world in turmoil.' ISS Executive Director Fonteh Akum briefed US House Foreign Affairs Committee representatives on Russia's influence in Africa.

South Africa's foreign minister acknowledged ISS research on African states' positions at the UN Security Council and General Assembly, and invited ISS to debate the country's new National Interest Framework during the document's public launch. ISS collaborated with foreign ministry officials to develop a private sector financing strategy to support multilateral peacebuilding. ISS helped country officials on the UN Peacebuilding Commission to assess their options, particularly in Africa.

Research on the role of emerging powers in development financing in Africa helped guide officials in the German Federal Ministry of Economic Cooperation and Development. ISS analysis of China-Africa relations informed Chinese diplomats in Pretoria on practical aspects of implementing the Forum on China-Africa Cooperation action plan.

A more transactional international order that lacks a normative bedrock could prove far more sinister for Africa than the current one

Priyal Singh, Senior Researcher, ISS



Russia's rhetorical commitment to African development is not matched by trade, aid or knowledge exchange

Fonteh Akum, Executive Director, ISS



Africa in the new global tug-of-war

Russia's footprint in Africa is marginal compared to other major partners

> 50% of African countries supported UN resolutions condemning Russia's aggression in Ukraine

Africa now has more global options but lacks a firm collective strategy

Foreign policies on Africa should focus on making AfCFTA succeed

Maritime security

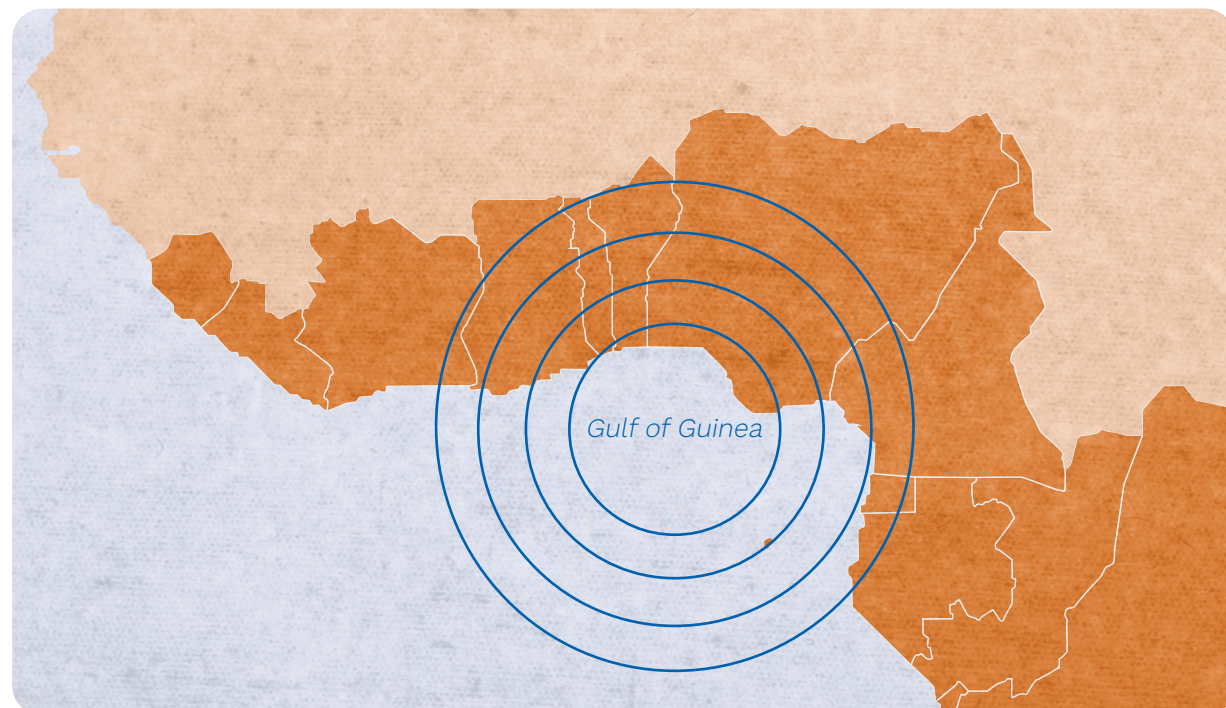
ISS is a recognised maritime adviser that builds political backing and institutional capability to secure Africa's blue economy

African-driven task force in Gulf of Guinea

ISS supported the Technical Committee setting up the Combined Maritime Task Force for the Gulf of Guinea. ISS experts helped draft vital documents, namely the Port Harcourt Declaration, the committee modalities and the task force's Concept of Operations. The task force is the first African-initiated mechanism for law enforcement at sea. ISS' technical support paid off with the United Nations Security Council's unanimous adoption of Resolution 2634 (co-sponsored by Norway) on piracy, armed robbery and organised crime in the Gulf of Guinea. The African Union (AU) Peace and Security Council acknowledged the region's maritime security progress.

Breaching gender barriers

ISS responded to rising demand for gender-specific technical support and policy advice. ISS research informed high-level capacity building for staff from the AU Commission, Intergovernmental Authority on Development, East African Community, Indian Ocean Commission and private sector on breaking barriers to women's participation in the maritime industry. Participants committed to using their new insights to develop gender-sensitive maritime policies.



Guiding world leaders on youth and marine economies

ISS was among the few African members of youth delegations at two vital global ocean conferences in 2022 – the Our Ocean Summit in Palau and the One Young World Summit in the United Kingdom. ISS promoted Africa's Great Blue Wall initiative, which aims to conserve marine areas, counter climate change and drive sustainable development. The initiative hopes to protect over 70 million people's livelihoods in the Western Indian Ocean and sustain millions of jobs for Africa's growing youth population.

ISS' call for international cooperation to protect African maritime environments and enhance young people's role in the blue economy was widely praised, including by leaders such as James Michel, former Seychelles president, who has championed the Great Blue Wall.



The Great Blue Wall shows Africa's influence and innovation in ocean protection

David Willima, Research Officer, ISS

“

ISS insights have been critical as we integrate more young people into the blue economy. The technical competence of the dedicated ISS team, combined with policy wisdom and pan-African connections, make them a really good partner to the AU

Dr Rhuks Ako, Senior AU Commission Analyst and convenor of the Youth for Peace Programme

African futures

Using its vast data and expertise, ISS modelled the impact of global tensions and East-West competition on Africa's development prospects

New data platform to steer policy and planning

An enterprising new African Futures website provides integrated forecasts for Africa's 54 countries, five regions and eight regional economic communities. This unique public resource offers over 4 000 charts, analysis and policy insights for planners concerned with Africa's growth and development.

The website launch, co-hosted by ISS and *Daily Maverick*, included inputs from South Africa's President Cyril Ramaphosa and Nardos Bekele-Thomas, CEO of the African Union (AU) Development Agency, AUDA-NEPAD. Forecasts across 16 thematic areas align with the AU's Agenda 2063 timeframes and enabled a partnership with AUDA-NEPAD.

China, the West and Africa's global trajectory

As the world entered uncharted waters amplified by Russia's invasion of Ukraine and rising East-West tensions, changes forecast over the next decade could have more impact than the collapse of the Berlin Wall in 1989.

ISS analysed Africa's track in four global scenarios, focusing on the turbulent global climate. Experts considered the effects on Africa and its relations with the East and West. The impact on intra-Africa relations was also modelled. Workshops with over 600 African and international experts helped refine the report, launched in Addis Ababa.

To develop and reduce poverty, Africa needs China, the US and the EU. It cannot afford to choose one above the other

Jakkie Cilliers, Head, African Futures and Innovation, ISS



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A remarkable source of data and analysis, and an incredible guide to unlock Africa's future potential

Rita Abrahamsen, Director, Centre for International Policy Studies, University of Ottawa

Africa's pathways to prosperity

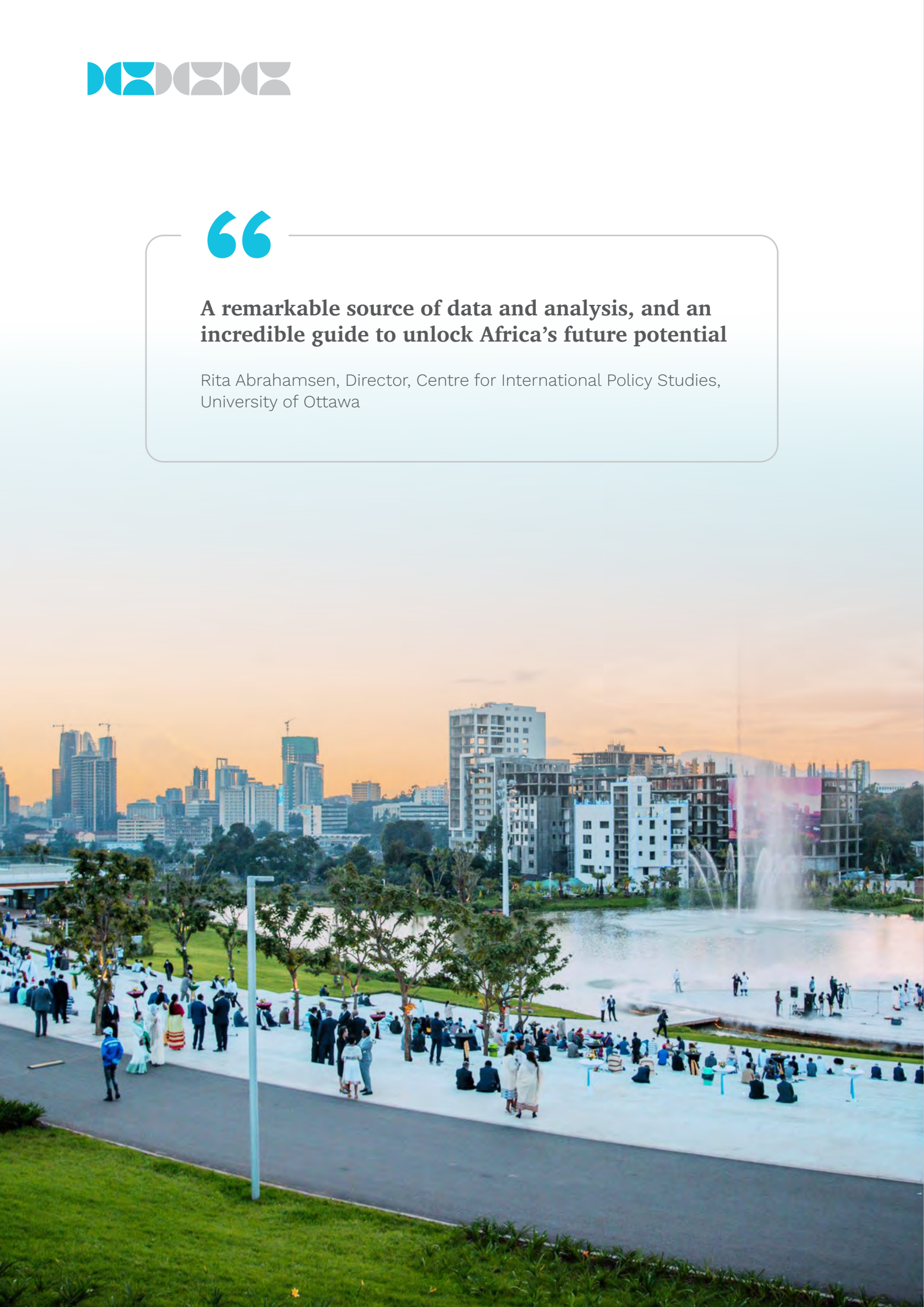
A new book was published covering the impact on Africa's development of global disruptions such as COVID-19 and Russia's invasion of Ukraine. Copies of *Africa Tomorrow: Pathways to Prosperity* were widely distributed and can be downloaded free of charge from the African Futures website.

Analyses of selected countries' economic and development pathways were discussed with government officials, policy analysts, embassy officials and the public. Dedicated country forecasts and policy options were completed for Burundi, Egypt, Kenya, Malawi, Nigeria, Rwanda and Uganda.

“

We constantly see an information and knowledge gap on African markets when working with the private sector, and tools like [this] will be very valuable going forward

Eivind Fjeldstad, Managing Director, Norwegian-African Business Association





Crime, justice and violence prevention

Police and civil society trust ISS to facilitate dialogues and develop strategies that advance safety and justice

A culture of smart policing

ISS works with police in South Africa to tackle crime through evidence-based policing (EBP). The approach sees police and researchers generate, review and apply the best available data to challenge and guide police policy and decisions. The registration of EBP projects in the South African Police Service's (SAPS) national research division and its Western Cape provincial office shows ISS' role as a trusted partner focused on making South Africa safe.

In the Western Cape, one of the country's most violent provinces, ISS is working with frontline police and communities to increase trust in police. EBP is now at the heart of the Western Cape Safety Plan and has been endorsed by provincial government ministers and Cape Town city officials. EBP was also introduced to Western Cape police leaders, the Anti-Gang Unit and police stations in areas with high crime rates.

“

We now have internationally-proven tools, with expertise from the ISS team, enabling us to assess which strategy is having the best effect, and adjust and improve our responses to crime

Lieutenant-General (Adv) Thembisile Patekile, SAPS Western Cape Commissioner

South Africa's police don't lack resources. The challenge is using what they have in the best way to make the country safe

Andrew Faull, Senior Researcher, ISS

SAPS has **187 000 staff** and an operating budget of **R274 million** per day

But in 2022, an average of **520 murders** were committed each week in South Africa

85% of murder dockets were unsolved

Murder rates surged by **51.5%** in the past decade





Driving the gender-based violence prevention agenda

In recognition of the role played by the Violence Prevention Forum in driving the agenda in South Africa, the ISS (as forum convener) was invited by the Presidency to organise and facilitate a 'clinic' on prevention at the Presidential Summit on Gender-Based Violence and Femicide. The clinic produced three powerful resolutions on resourcing prevention, inspiring action through a positive national communication campaign, and assessing local violence prevention needs nationwide.

Training leaders to resolve conflict and build peace

Leaders in South Africa from government, NGOs, research institutions and United Nations agencies were trained to convene and facilitate dialogue aimed at conflict resolution. Participants said they used the skills learned in master classes and one-on-one mentoring to address community conflict and xenophobia, and build better police-community relations. The course improved their leadership skills and ability to navigate conflict in their lives and workplaces.



Combating organised crime: from strategy to action in SADC

After ISS helped the Southern African Development Community (SADC) develop a regional strategy against organised crime, implementation began in 2022. The SADC Secretariat asked ISS for technical support in developing a reporting template to track countries' progress. ISS also trained law enforcement officials and country focal points on implementing the strategy and its action plan. Participants were guided on the provisions, timelines and technical requirements for implementing the anti-organised crime strategy.

New Mifugo unit targets cattle rustling

ISS continued supporting ground-breaking work on cattle rustling in East Africa, including the region's adoption of the Mifugo Protocol in 2021. During 2022, ISS helped implement key provisions, such as setting up the Mifugo Protocol Implementation Unit. ISS assisted in sourcing the unit's lead staff, and the new team is already promoting regional cooperation and national action among countries that signed up. ISS also ensured that cattle rustling was incorporated into the Eastern Africa Police Chiefs Cooperation Organization Usalama annual policing exercise, which will improve regional planning and joint operations.

Skills to tackle organised crime

ISS partnered with the Southern African Regional Police Chiefs Coordination Organisation, Eastern Africa Police Chiefs Cooperation Organization and Interpol's I-EAC project to train over 150 police, intelligence, customs and immigration officials on a range of topics, including terror-organised crime links, human trafficking, explosives and border management.



Living on the edge: women and organised crime in East Africa



± 10% of organised crime arrestees are women



For many, organised crime is their only livelihood option



Most women convicted for organised crime are unemployed single mothers



Policing often targets the poor and vulnerable, including women



No research or analysis on organised crime can afford to be gender blind

Romi Sigsworth, Research Consultant, ISS

Countering and preventing violent extremism

Africa's struggle with violent extremism is deepening, reflecting weak governance and inadequate international and local security responses


Security Council briefings on Islamic State and terror financing

ISS Senior Researcher Martin Ewi briefed the UN Security Council (UNSC), warning that Africa could become an Islamic State caliphate base. Islamic State has created corridors of instability across the continent, exploiting poor communities for recruitment while gaining materially from ties with bandits, kidnappers and organised crime groups.

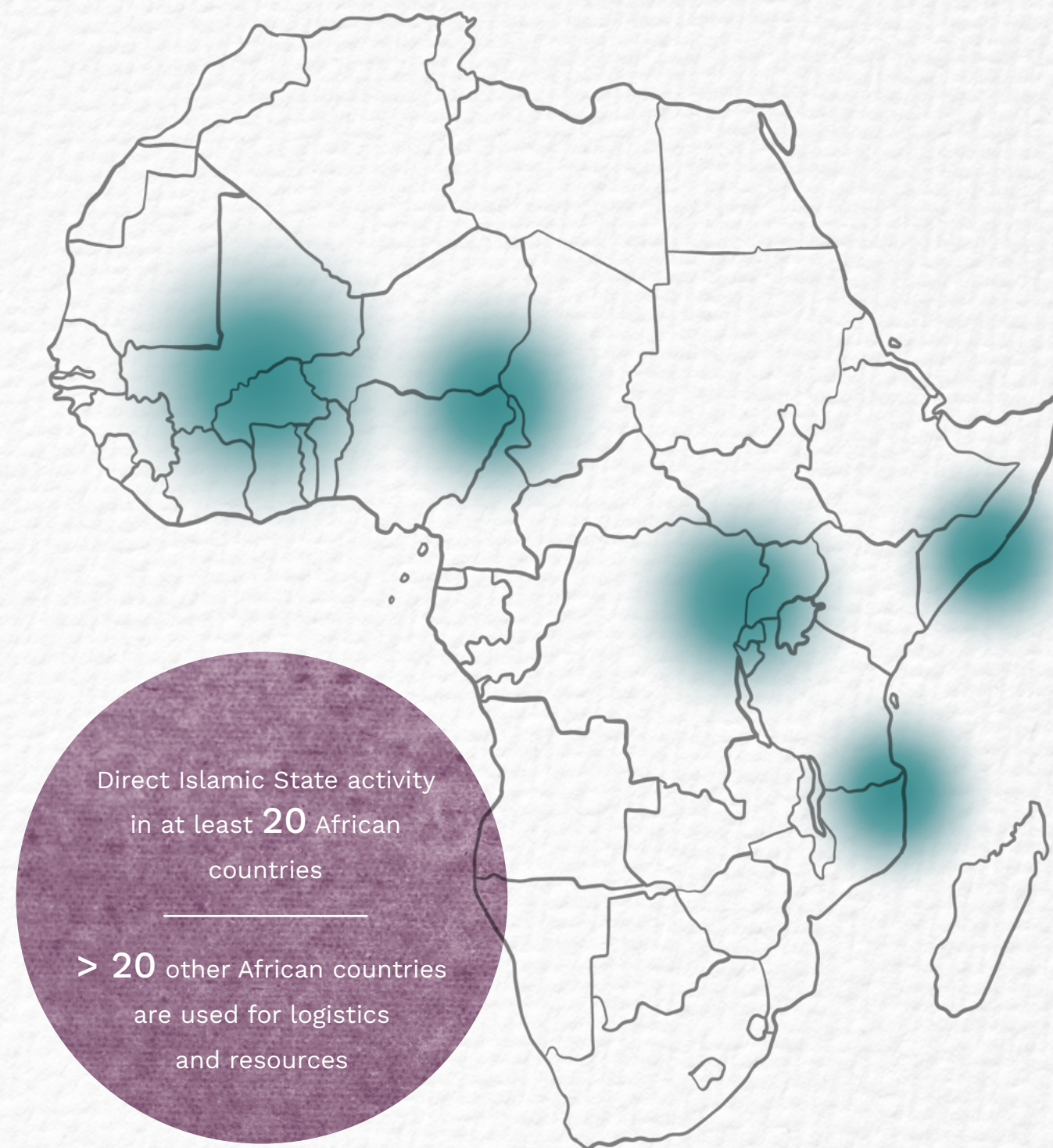
Ewi noted that after an international coalition defeated Islamic State in Syria and Iraq, the group set its sights on Africa. But a global alliance wasn't formed to tackle Islamic State on African soil. ISS called on the UNSC to work closely with the African Union to

ensure UNSC resolutions were implemented. A continental strategy is needed to defeat Islamic State, including a greater UNSC presence in Africa.

Paul-Simon Handy, ISS East Africa Director and Representative to the African Union, delivered a UNSC briefing on combating the financing of terrorism. Handy noted that although many tools were available to governments, they were not used effectively. ISS recommended updating sanctions regimes, including travel bans and asset freezes, and targeting networks and individuals who are able to adapt to avoid restrictions.

 Criminal networks within some African state entities compete with the violent extremist groups they are tasked to intercept

Paul-Simon Handy, East Africa Director and Representative to the African Union, ISS





Early action as terrorism spreads in West Africa

ISS provided research evidence and advice on preventing the spread of violent extremism from the Sahel to the coastal states of Ghana, Benin, Togo and Côte d'Ivoire. ISS explained the links between terrorism and illicit artisanal gold mining, cattle rustling, smuggling and banditry. Insights were provided on how Fulani community members are recruited into violent extremist groups. Analysts emphasised the need to apply lessons from the Sahel and Lake Chad Basin. Briefings were held with a range of governments, regional organisations, donors and diplomats, including:

- > Ministry of Interior and Public Security, Government of Benin
- > National Border Commission, parliamentarians, law enforcement officials, traditional authorities, civil society actors, researchers and academics from Côte d'Ivoire
- > UN Office for West Africa and the Sahel
- > Global Counterterrorism Forum West Africa Region Working Group
- > Ireland Department of Foreign Affairs

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Fortunately, we discovered the ISS at the beginning of the CIPLEV launch. Our reading of the phenomenon was not right, and would have led us to repeat the same mistakes, such as stigmatisation, that we saw in the Sahel

President of Togo's Inter-ministerial Committee on Preventing Violent Extremism (CIPLEV)




Togo takes an evidence-based approach

ISS has contributed to Togo's efforts to prevent and counter violent extremism. After briefing the Inter-ministerial Committee on Preventing Violent Extremism (CIPLEV), ISS reviewed the 2022–2026 National Strategy for the Prevention and Fight against Violent Extremism. This technical support improved knowledge among the committee members and other stakeholders, and strengthened the country's counter-terrorism strategy.

Informing Nigeria's top decision makers

ISS was invited by the Office of the Vice-President in Nigeria to analyse trends relating to violent extremism and internally displaced persons in the country. The director-general of the National Centre for the Coordination of Early Warning and Response Mechanism, a unit in the vice-president's office, said ISS' insights were of 'great value for policy formulation... and helped to inform decision making at the highest levels.'




The human cost of Boko Haram's war is immeasurable. A victim-centred approach can help deal with its devastating impact

Maram Mahdi, Researcher, ISS

Transitional justice prioritised in Lake Chad Basin

Insights from ISS research and workshops in Niger and Cameroon led to the Lake Chad Basin Commission taking concrete steps to develop a transitional justice policy to help stabilise the troubled region. Across the four Lake Chad Basin countries (Cameroon, Niger, Nigeria and Chad), communities are torn between restorative and retributive justice in response to terrorism. A balance must be struck, especially around the reintegration of former fighters. ISS advised that although a regional approach is vital, country-specific models will be needed.

Gold mining and violent extremism in Senegal

As interest in the links between gold mining and violent extremism in Senegal grows, ISS is working with relevant actors to develop effective interventions. ISS briefed the World Bank on the exploitation of gold mining by violent extremists in the Kedougou and Tambacounda regions, and how to support Senegal in tackling vulnerabilities linked to gold mining.

A 2021 report on gold mining and violent extremism by ISS and Senegal's Center for High Defense and Security Studies is a leading policy resource. In November 2022, a deputy used it during the National Assembly debate on the Minister of the Interior's budget vote. Referring to the report, the deputy highlighted the need to strengthen security in the Kaolack, Kaffrine and Kedougou regions.

Gender and counter-terrorism

Ongoing ISS research on gender and violent extremism in West Africa continues to inform counter-terrorism strategy and security sector reform. ISS briefed the Global Counterterrorism Forum's East and West Africa working groups on women's involvement in terrorism as perpetrators, facilitators or supporters. The gender dimensions of security sector reform were discussed with government officials in Niger during an Economic Community of West African States training workshop run by the African Security Sector Network. ISS also trained journalists from Benin, Burkina Faso and Togo on the gender dimension of violent extremism.

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We must urgently act to reverse these [gender and terrorism] trends which could sabotage government efforts to counter violent extremism in the Sahel

Member of Parliament, Security and Defense Commission, Niger

Governance, peace and security

ISS partners with the AU and governments to enable effective early warning, security operations and long-term peacebuilding

Regional focus: West Africa

ISS provided balanced commentary on political developments in the Sahel and questioned the narrative about Africa's contagion of coups. Since 2020, West Africa has seen two governments overthrown in Mali, one in Guinea and one in Burkina Faso. Coups also occurred in Chad and Sudan, and attempts were staged in the Central African Republic and Guinea-Bissau.

ISS noted that some regional responses to coups lacked pragmatism, focusing on a swift return to democracy and strict election timelines rather than much-needed political reform. When sanctions were used, like in Mali, they damaged its economy and that of neighbouring Senegal, and encouraged public support for the coup leaders. ISS noted that the reasons for the coups in Mali, Guinea and Burkina Faso were vastly different, and responses needed to consider specific national factors.

Regional focus: Southern Africa

ISS shared insights and policy advice on the insurgency in northern Mozambique with African and international decision makers and the media. Diplomats in Malawi, South Africa and Mozambique used ISS analysis to inform their governments, notably regarding possible European Union funding for military interventions in Mozambique. Heads of mission in Malawi drew on ISS research in anticipation of refugees entering the country from northern Mozambique. ISS also highlighted the urgent need for an effective crisis response by the African Union Peace and Security Council (PSC).

Based on field research, ISS analysed Angola's 2022 election prospects. The election scenarios were discussed during briefings and a public seminar. ISS was one of the few independent organisations covering the polls, and conducted over 20 interviews with local and international media.



93 ISS media interviews on coups and how to stop them

Regional focus: East Africa

ISS and the Institute of Ethiopian Studies hosted a national conference on scenarios for a dialogue in Ethiopia. Among the more than 160 participants were the heads of the Ethiopian Human Rights Commission, the Ethiopian Political Parties Joint Council, parliamentarians, government ministers, private sector leaders, media, diplomats, religious leaders and think tanks. The event was widely covered in the local media and drew on the findings of several ISS research projects on governance, peace and security in Ethiopia.

ISS research on women's political participation, strengthening democracy, and transitional justice in Ethiopia informed capacity building and technical support for the private sector and government. ISS also reviewed draft government policies on peacebuilding, conflict early warning and rapid response, conflict transformation, and the nation and state building white paper.



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Your review of these draft policy documents proved what we already know about the ISS – you have the expertise and the will, and you improved the document and set a standard

Binalf Andualem, Minister of Peace, Ethiopia



Migration, climate change and human security

ISS analysed climate change risks and their connection with African migration and mobility. Drawing on research into migration as a resilience strategy for those living in areas affected by extreme flooding and drought, ISS informed the global understanding of climate-security risks.

As a Weathering Risk partner, ISS contributed to a statement on climate change and security in response to the International Panel on Climate Change report. ISS participated in high-level engagements such as the Berlin Climate Security Conference, the AU's Humanitarian Symposium in Malabo, and the Pan-African Forum on Migration in Kigali.

Support to the African Union

Renewed AU-ISS partnership

The six-year memorandum of understanding between the ISS and AU Commission was renewed. ISS was invited to co-chair the Steering Committee of the Network of Think-Tanks for Peace Initiative of the AU Political Affairs, Peace and Security (PAPS) department.

Silencing the Guns

ISS helped the AU develop an implementation plan for Silencing the Guns. This followed ISS' support in developing a monitoring and evaluation framework in 2021, which was adopted at the February 2022 AU summit.

Broadening AU sanctions

ISS advocated for a broader use of AU sanctions to counter unconstitutional changes of government and coups. ISS calls to reactivate the dormant PSC Sub-Committee on Sanctions contributed to a decision to that effect at the AU's Malabo summit. Several ISS recommendations provided to the PSC's open discussion on sanctions were included in the meeting's communique. ISS and the AU developed a draft sanctions framework, terms of reference for the Sanctions Committee and built capacity among the PSC's Committee of Experts.

AU-civil society alliances

Although strong partnerships between civil society organisations (CSOs) and the AU are vital for peace in Africa, civil society access to the AU is diminishing. ISS research informed interactions between CSOs and PAPS. ISS, together with the PSC Secretariat, the AU's Economic, Social and Cultural Council and Crisis Action convened the first-ever PSC-CSO consultation. ISS also briefed the PSC on strengthening collaboration with civil society.

ISS participated in a citizens' forum on unconstitutional changes of government on the margins of the AU summit in Lusaka and in a CSO forum on the Free Movement Protocol in Maputo. ISS helped enhance civil society access to AU policy spaces and CSO capacity on governance and security.

Peace and security expertise

African governments hold the key to better AU policy and action. Through briefings and workshops, ISS provided member states' technical experts with information to backstop their mission heads and carry out their tasks effectively. The ISS' technical experts retreat in Zanzibar was attended by 38 country representatives. ISS also supported various PSC chairs during their month-long terms.

The Kampala declaration and IGAD free movement protocol set new precedents that should inspire other regional bodies to do the same

Aimée-Noël Mbiyozo, Senior Research Consultant, ISS



Efficient knowledge management

ISS and Training for Peace (ISS/TfP) partnered with the AU to develop a Digital Repository for PAPS that will enable the department to manage its knowledge resources, build institutional memory and support the PSC Secretariat ahead of council meetings. All PSC outcome documents were digitised and made accessible to the AU and the public.

Migration and displacement

ISS developed the programme for the scene-setting session of the AU's Pan-African Forum on Migration in Kigali attended by ministers of environment, migration and foreign affairs, and experts from international organisations, CSOs, academia and the private sector. After the AU's Humanitarian Symposium in Malabo, ISS and other AU partners developed activities for the AU's humanitarian work in 2023, focusing on displaced populations. ISS advised on ways to implement the AU's 10-year plan of action.

Renewed peacebuilding approach

ISS/TfP worked with PAPS to review the AU's Post Conflict Reconstruction and Development policy. ISS/TfP prepared a pre-review paper and helped organise an assessment workshop in Accra. The updated draft reflects current issues and includes two pillars on environmental security and youth, as suggested in the pre-review paper.



Youth action on peace and security

ISS/TfP partnered with the AU Youth for Peace Programme to activate national youth action plans. ISS/TfP helped the African Governance Architecture Secretariat and Common Market for Eastern and Southern Africa implement the Youth Innovation Challenge. A dialogue was convened to inform the AU's Bujumbura Declaration on Youth Peace and Security. ISS/TfP inducted five AU Youth Ambassadors for Peace, equipping them to promote youth inclusion in peace processes in their regions.

Community of practice on peace missions

ISS/TfP and the AU's Peace Support Operations Division trained African peace mission personnel. Two African Standby Force pre-deployment training courses for police from southern and north Africa were run. The sessions enabled trainers to conduct classes in their regions and build trainer networks across Africa. The courses helped build a community of practice for peace operations and deployments.

Gender equality in peace missions

ISS/TfP training courses helped implement the women, peace and security agenda by providing the skills to handle gender issues in peace operations. Using the AU's gender mainstreaming curriculum, two training of trainers courses were run for police in East and Southern Africa.

Peace missions need police officers

ISS/TfP and the UK Foreign, Commonwealth & Development Office raised awareness about the police's role in AU and United Nations missions. ISS/TfP briefed police chiefs in Burundi, Kenya, Namibia, Nigeria, Sierra Leone and Zambia on the issue. ISS/TfP partnered with the AU Commission and member states to develop capacity for managing police in peace operations. Ten workshops were held to develop the AU Police's rostering process. ISS/TfP helped draw up job descriptions and select police for the AU Transition Mission in Somalia's senior leadership team.

Communication

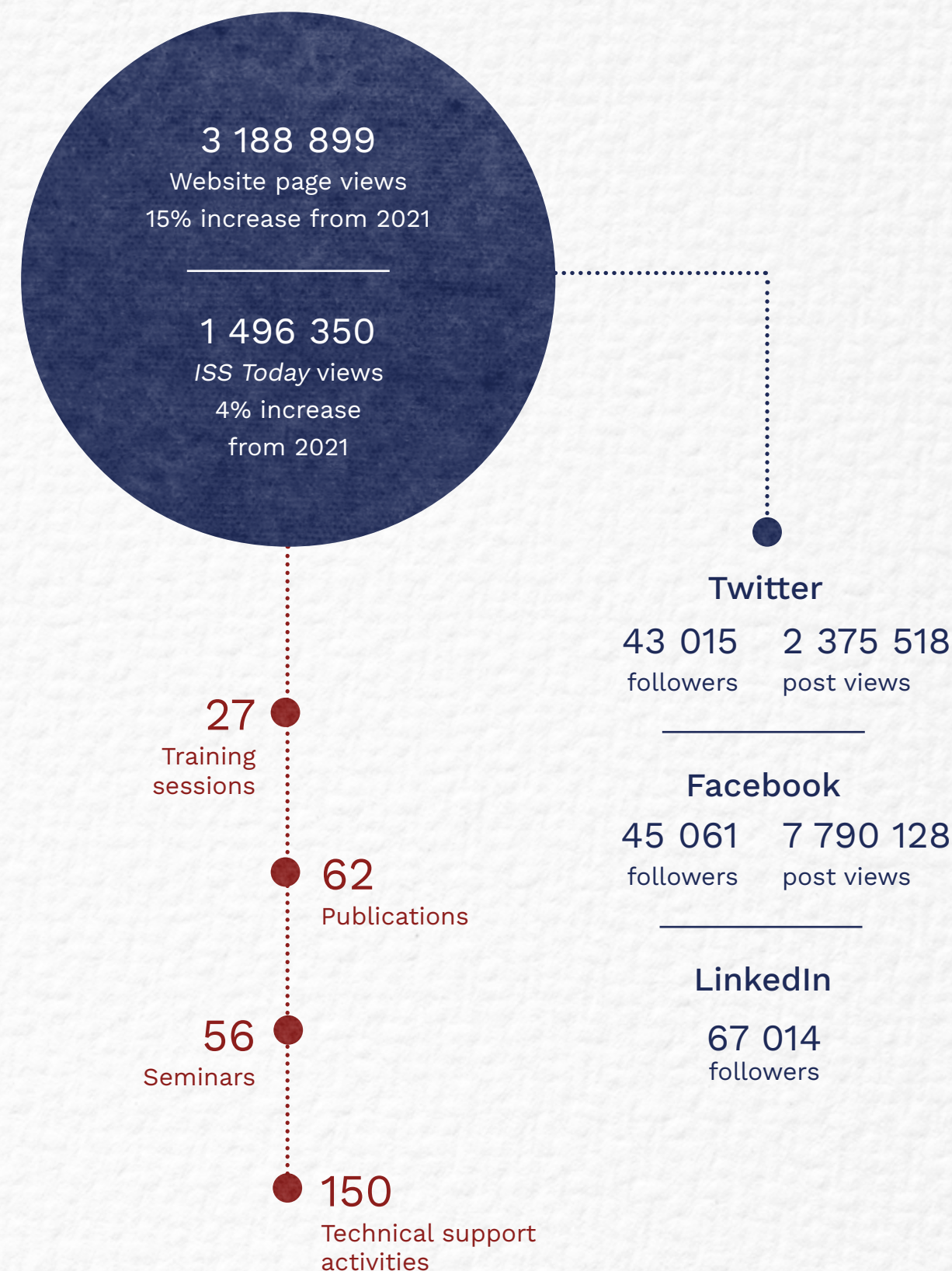
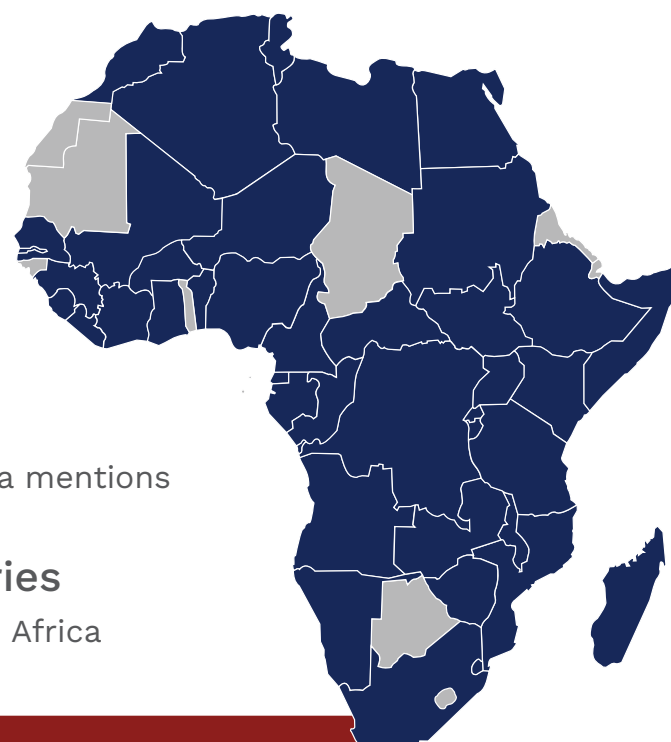
ISS research results and policy advice are widely distributed using compelling writing and visual tools

The ISS' online audience continued to grow at a steady pace, although the high website views recorded during COVID-19 showed signs of levelling off. The same trend was evident in attendance at online events. Live Facebook seminar recordings and their publication on social media enable a sustained reach of audiences across Africa and globally.

ISS Today continues to be the most viewed content on the website, making up around half of all content pages visited. This daily online series is a core means of disseminating research findings and policy advice, and helps connect staff directly with stakeholders who frequently make contact after reading the articles.

Social media remains crucial to attracting interest in ISS events, research, insights and policy recommendations. The institute's following continues to grow across all platforms, and ISS is investing in delivering effective communication and expanding the media used.

In 2022, ISS analysts were quoted and republished widely in global media. The total media mentions below exclude the regular republication of *ISS Today* articles by South Africa's *Daily Maverick* and Nigeria's *Premium Times*.



Human resources and finance

Operations and human resources

After two disruptive years due to COVID-19, 2022 presented an opportunity to refocus on strategic priorities. Lessons learned from the pandemic mean that ISS works smarter and more efficiently. After internal staff consultations, a new remote working policy was adopted. This flexible approach is anticipated to help attract and retain staff.

Support is provided for staff mental health and well-being, and innovative ways are sought to improve working conditions and reward high-performing staff. Staff development and recognition are a priority, along with developing young researchers to become experts in their fields. In addition to training and development focused on individual needs, communication training was provided to 48 staff across all offices.

Efficient and effective financial services

The 2022 external audit was signed off in May as clean and unqualified, with no significant findings and only three housekeeping matters. The Audit Committee reviewed the ISS' procurement-to-payment process to test compliance. Several policies and procedures were updated, including those dealing with delegating authority and financial signing powers.

During the year, ISS sustained its positive cash balances by efficiently collecting requested funding and regularly engaging with donors. Reports on purchase orders and financial transactions in all offices were periodically disseminated to improve efficiency.

Excellence Award

- > Thavan Rajoo, Director of Finance and Bianca Diedericks, Group Financial Officer, for their holistic approach to updating policies and procedures and training staff
- > Du Toit McLachlan, Research Officer, African Futures and Innovation (AFI), for outstanding performance and playing a vital role in the development and content management of the new AFI website

Innovation Award

- > Chandré Gould, Diketso Mufamadi, Ayanda Mazibuko, Matodzi Amisi and Thandi van Heyningen, Justice and Violence Prevention, for the ground-breaking methodology used to deliver impact at local and national levels in South Africa as part of the Violence Prevention Forum

Development partners

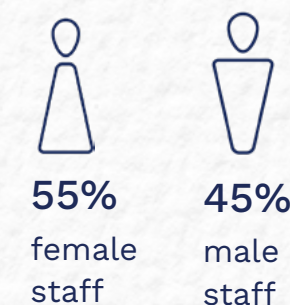
Partnership Forum

European Union
Government of Canada
Government of Denmark
Government of Ireland
Government of Norway
Government of Sweden
Government of the Netherlands
Hanns Seidel Foundation
Open Society Foundation

Project funding

African Policing Civilian Oversight Forum Trust
British Embassy Addis Ababa
Dublin City University
Embassy of the People's Republic of China, South Africa
GIZ
Government of Australia
Government of Finland
Government of Germany
Government of Japan
Government of Switzerland
Government of the United Kingdom
Humanity United

Igarape Institute
International Organization for Migration
International Peace Institute
Millennium Trust
New Venture Fund
New York University
Open Space Consultants CC T/A Southern Hemisphere
Philip Morris Products SA
Reos Partners
Robert Bosch Stiftung
Rockefeller Philanthropy Advisors
South African Cities Network
South African Local Government Association
Standard Bank
Stichting T.M.C Asser Instituut
The African Climate Foundation
The Brenthurst Foundation
The Seven Passes Initiative
United Nations
University of Witwatersrand
Wellspring Philanthropic Fund
World Childhood Foundation





Statement of financial position

as at 31 December 2022

	2022 R	2021 R
Assets		
Current Assets		
Donor and other receivables	11 728 348	14 464 405
Current tax receivable	1 379	1 935
Cash and cash equivalents	147 245 578	93 813 569
	<u>158 975 305</u>	<u>108 279 909</u>
Non-Current Assets		
Property, plant and equipment	23 396 732	15 073 080
Intangible assets	1 804	4 668
	<u>23 398 536</u>	<u>15 077 748</u>
Total Assets	<u>182 373 841</u>	<u>123 357 657</u>
Equity and Liabilities		
Liabilities		
Current Liabilities		
Trade and other payables	16 903 188	17 298 739
Donations received in advance	125 311 071	88 003 829
Bank overdraft	932	587
	<u>142 215 191</u>	<u>105 303 155</u>
Non-Current Liabilities		
Deferred income tax	2 421 082	471 526
	<u>2 421 082</u>	<u>471 526</u>
Total Liabilities	<u>144 636 273</u>	<u>105 774 681</u>
Equity		
Trust capital	100	100
Reserves	10 395 326	3 474 817
Accumulated surplus	27 342 142	14 108 059
	<u>37 737 568</u>	<u>17 582 976</u>
Total Equity and Liabilities	<u>182 373 841</u>	<u>123 357 657</u>

Statement of comprehensive income

for the year ended 31 December 2022

	2022 R	2021 R
Donations income	254 640 885	191 277 977
Other income	9 753 240	5 754 543
Operating expenses	(252 671 561)	(198 068 414)
Operating surplus/(deficit)	<u>11 722 564</u>	<u>(1 035 894)</u>
Finance income	1 424 137	568 786
Finance costs	10	(16)
Surplus/(deficit) before taxation	<u>13 146 711</u>	<u>(467 124)</u>
Taxation	(146 616)	(151 977)
Surplus/(deficit) for the year	<u>13 000 095</u>	<u>(619 101)</u>
Other comprehensive income/(loss):		
Exchange differences on translating foreign operations	37 429	(119 145)
Total comprehensive income/(loss) for the year	<u>13 037 524</u>	<u>(738 246)</u>

Note 1: Basis of Preparation

The summarised financial statements, which include the Statement of Financial Position and the Statement of Comprehensive Income, are an extract of the audited consolidated financial statements of the Institute for Security Studies Trust for the year ended 31 December 2022. 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.



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